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## The Establishment, Ownership, and Leadership of Southwestern General Hospital in El Paso, Texas, 1905-2023

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**The Establishment, Ownership and Leadership of**  
**Southwestern General Hospital in El Paso, Texas, 1905 – 2023** ©

**by John M. Burton**

Situated literally at the Southern end of the Franklin Mountains in the high Chihuahuan Desert environment of El Paso, Texas, the location of Southwestern General Hospital presented an ideal setting for a healthcare facility. It was originally designed and built to serve the needs of those suffering the effects of consumption, later termed tuberculosis (TB), at the time the leading cause of death in the United States. Large numbers of people, especially those living in high humidity climates, were migrating to dry and sunny locations where those characteristics, along with rest and compassionate healthcare, were proving to be an effective means of treatment and recovery from the disease.

As the 20<sup>th</sup> century began, these facilities, commonly known as sanatoriums or “sans,” focused primarily on treatment of TB and, as such, were designed with airy, open spaces, lots of windows, and equipped accordingly. Other specialized and general healthcare needs in the rapidly growing El Paso area were left to the hospitals, the earliest of which was St. Mary’s Hospital, started in 1892 and operated by the Daughters of Charity of St. Vincent de Paul. In 1894, it was relocated and replaced by a new and much larger facility known thereafter as Hotel Dieu, named and modeled after the historic hospital in Paris. Dr. J. Shelton Hoseley, M.D. opened St. Luke’s Hospital in 1900 and Dr. Michael Philip Schuster, M.D. spearheaded the construction of Providence Hospital in 1902. El Paso General Hospital, operated by the County of El Paso, followed in 1915. The Ralston Hospital and Nursing School opened in 1916 and was later sold to the Masons in 1922 and renamed Masonic Hospital. These facilities, along with the Albert Baldwin Sanatorium built between 1905 and 1907, form the backbone of El Paso’s earliest healthcare system development. It is this Baldwin San that started the evolution of Southwestern General Hospital.

The Albert Baldwin Sanatorium was founded by David Gilmore Baldwin and named in honor of his father. The younger Baldwin was a former New Orleans postmaster who had contracted TB and come to El Paso looking for appropriate care. Finding many others with the same affliction and seeing an opportunity to serve a growing influx of TB patients, he purchased a suitable site on Grand View Drive (now Grandview Ave.) in El Paso’s central foothills and partnered with renowned architects, Trost & Trost, to design the structure. Construction began in 1905 and Baldwin contracted Dr. Charles M. Hendricks, M.D., to serve as medical director. New patients were first admitted on May 1, 1907.

Also in 1907, Dr. Robert B. Homan, Sr., M.D. moved to El Paso from Ashville, North Carolina where, as a TB patient, he had spent a year in a sanatorium for his recovery. A native of Bryan, Texas, Dr. Homan received his medical training at the University of Texas – Galveston and later lived in Colorado City, Texas and Dallas where he became ill. He established a private practice upon his arrival in El Paso, specializing in diseases of the lung.



*Homan Sanatorium, circa 1915*

In 1909, Dr. Hendricks resigned his Baldwin Sanatorium position to establish his own private practice and TB clinic. After his departure, David Baldwin attempted numerous times to convince Dr. Homan to manage the facility. Ultimately, Baldwin agreed in 1910 to lease and later sell the san to Dr. Homan and a partner, Mr. Morton McKinney, and change the name to the Homan Sanatorium. That same year, Dr. Homan met one of his new TB patients, Dr. John C. Crimen, Jr., DDS, who had recently moved from New

Orleans for recuperative treatment. A native of New Orleans, Dr. Crimen had served on the faculty in the Dental Department of Tulane University and had learned of the healthful climate and successful TB treatments that were increasingly available in El Paso. He and Dr. Homan established a deep friendship and, shortly thereafter, Dr. Crimen acquired Mr. McKinney's interest in Homan Sanatorium, and he thus became Dr. Homan's partner and business manager, a handshake relationship that would only strengthen in the decades ahead.

It is noteworthy that, also in 1910, Dr. Crimen met Sarah Ellen Guinn, his nurse, who had moved that year to El Paso from Palestine, Texas. They were married the following year and had four children: J.C., born in 1915 and died in childbirth; Anna Johnell, born in 1917; John Chase, III, born in 1919; and Jenny Bob, born in 1921. The relationship between the Crimen and Homan families had grown so close that this youngest daughter was named in honor of Dr. Robert "Bob" Homan



*Dr. John C. Crimen and Dr. Robert B. Homan, September 1, 1923*

and his wife, Jennie Homan. In January, 1942, Jenny Bob Crimen would marry Bill Burton, Sr. who would later become administrator of Southwestern General Hospital in 1954 and remain in that position until 1976.

Throughout the first decades of the century, numerous other sans were opened in El Paso, including the El Paso Sanatorium built in 1910, the Convalescent Home for Tuberculars built in 1915 and sold the next year and renamed the Wiley Sanatorium, and the Sunnycrest Sanatorium built in 1915 and vacated in 1925. Dr. Charles Hendricks, who had opened El Paso's first tuberculosis clinic in 1909, opened the Hendricks Sanatorium in 1914 and, in partnership with Dr. J.W. Laws, changed the name to Hendrick-Laws Sanatorium in 1917. In 1918, the Mount Franklin Country Club sold its property and buildings to the Southern Baptist Convention which established the Southern Baptist Sanatorium. Other facilities opened between 1920 and 1924 were the Long Sanatorium, the Finn Sanatorium, and the Price Sanatorium.

By 1924, the Homan San was at full capacity, and it was decided that a new, larger facility needed to be built to adequately accommodate the growing needs of TB patients continuing to seek treatment in El Paso. A suitable plot of land was located at the intersection of Cotton Street and Erie Street (now Murchison Drive) and construction began that year. Architect Otto H. Thorman designed the 4-story structure, frequently dubbed “The Place of the Thousand Windows,” and construction was completed in 1925 by Jennings Construction and Engineering Company.

*SPECIAL NOTE: The Texas State Historical Commission marker #4993 placed in 1980 at the site attributes design of the building to architect William Wuehrmann, as does the manuscript written by Martha Lee Gale Lyle referenced in “Sources” listed below in which the author states that Mr. Thorman and Mr. Wuehrmann were partners. However, according to Trost Society documents, numerous print ads in period newspapers placed by Thorman Architecture and local subcontractors, and El Paso Times articles published on April 8, 1924, and February 15, 1925, the architect of record was Otto H. Thorman.*



*New Homan Sanatorium, circa 1928*

The new Homan Sanatorium opened with 104 private rooms, an assembly room and roof garden. The new management team consisted of Dr. Homan as medical director, Dr. Crimen as superintendent, Dr. W.W. Britton, M.D. and Dr. Ralph Homan, M.D. as associate medical directors, and Mr. E. H. Homan as business manager.

With the encouragement of the Right Reverend A.J. Schuler, S.J., Bishop of the El Paso Catholic Diocese, the original

Homan San on Grand View Drive was sold to the Sisters of St. Joseph of Concordia, Kansas in 1927 and the name was changed to St. Joseph's Sanatorium. The facility continued in operation first as a san, then as a hospital offering maternity and rehabilitation services until 1971 when it was sold and demolished to make way for the El Paso Cancer Treatment Center.

From 1925 to 1932, the Homan Sanatorium continued to operate successfully under the handshake partnership forged by Drs. Homan and Crimen in 1910. With the onset of the Great Depression, however, and confronted with a local saturation of sanatorium facilities experiencing declining numbers of TB patients, the two partners formalized their professional relationship in May, 1932 by incorporating as Homan & Crimen, Inc., with each doctor owning 50% of the new entity. They continued under this agreement until 1936 when they sold shares of the corporation to raise funds for the purpose of converting the Homan Sanatorium into a general hospital, open for practice to all members of the El Paso Medical Society. Fifty shares were sold to Dr. Ralph Homan, M.D., a noted cardiologist and brother of Dr. Robert Homan, and 200 shares were sold to Dr. George Turner, M.D., a renowned radiologist and clinical pathologist who would serve on the board as well as manage the hospital's radiology department and diagnostic laboratory. The new facility would be named Southwestern General Hospital. Upon opening, Homan San TB patients and the staff of TB specialists would be transferred to St. Joseph's Sanatorium under the care and supervision of Medical Director Dr. Orville Egbert, M.D.

Public announcement of the conversion to a general hospital was made in October, 1936 and extensive renovations were completed for an official opening to patients on January 31, 1937. J.E Morgan & Sons provided the remodeling, producing one of the most modern hospitals in the Southwest, equipped with operating rooms, X-ray and clinical diagnostic equipment, emergency and intensive care facilities, maternity accommodations and pharmacy. The administration of the hospital was overseen by board members Dr. Homan, Sr., president & medical director, Dr. George Turner, M.D., vice-president, and Dr. Crimen, secretary-treasurer and superintendent. Also serving on the board were Dr. Ralph Homan and Dr. Robert B. Homan, Jr., M.D., the elder Homan's son who had discontinued his TB specialty to give his full time to practice in thoracic and general surgery. Like his father, he had received his medical degree from UT-Galveston and interned at San Francisco City-County Hospital. Upon his return to El Paso, he was actively involved in numerous local civic organizations while also serving as president of the El Paso County Medical Society, as first Speaker of the House of Delegates to the Texas Medical Association, and Chairman of the delegation from the Texas Medical Association to the House of Delegates of the American Medical Association.

Dr. Crimen continued to serve as superintendent of Southwestern General Hospital until his sudden death at age 56 on March 13, 1939. His son, John C. Crimen, III, was named as his successor three days later and held that position until May, 1942 when he reported for World War II duty in the U.S. Army. He then progressed through a distinguished 33-year career in various administrative positions in the Army Medical Service Corps before retiring as a colonel in 1975. Dr. Homan, Sr. passed away on September 6, 1943 and Dr. Homan, Jr. assumed the role of Southwestern's president and medical director.

Upon Mr. Crimen's entrance into the U.S. Army, Mr. William U. Paul, who had served as vice-president of Gunning - Casteel Drug Company in El Paso for 18 years, was appointed by the Southwestern General Hospital board as the new superintendent. Mr. Paul served in that position through 1953 when he resigned to establish and operate Medical Center Pharmacy as part of the new Medical Center complex on Golden Hill Terrace, commonly referred to as "Pill Hill." Mr. Paul was a past president of the Texas State Pharmaceutical Association and the Texas State Hospital Administrators Association before his death in January, 1981.

It is unclear exactly when the term "superintendent" was changed to "administrator" but newspaper references of the period to the titular position of authority at the hospital would indicate that it occurred gradually between 1952 and 1954, the year which began with the appointment of Bill Burton, Sr. to succeed Mr. Paul as administrator.

Following U.S. Army wartime military service as an artillery officer, primarily in the Panama Canal Zone, Burton had joined Southwestern General as business manager in 1946. He subsequently served as assistant superintendent from 1949 through 1953 and assumed the role of administrator on January 1, 1954. He served in that position until his retirement in 1976. During his tenure, Burton served in numerous El Paso civic organizations and regional, state and national hospital administration associations. He earned a fellowship in the American College of Hospital Administrators and served as president of the Texas Hospital Association in 1968-69.

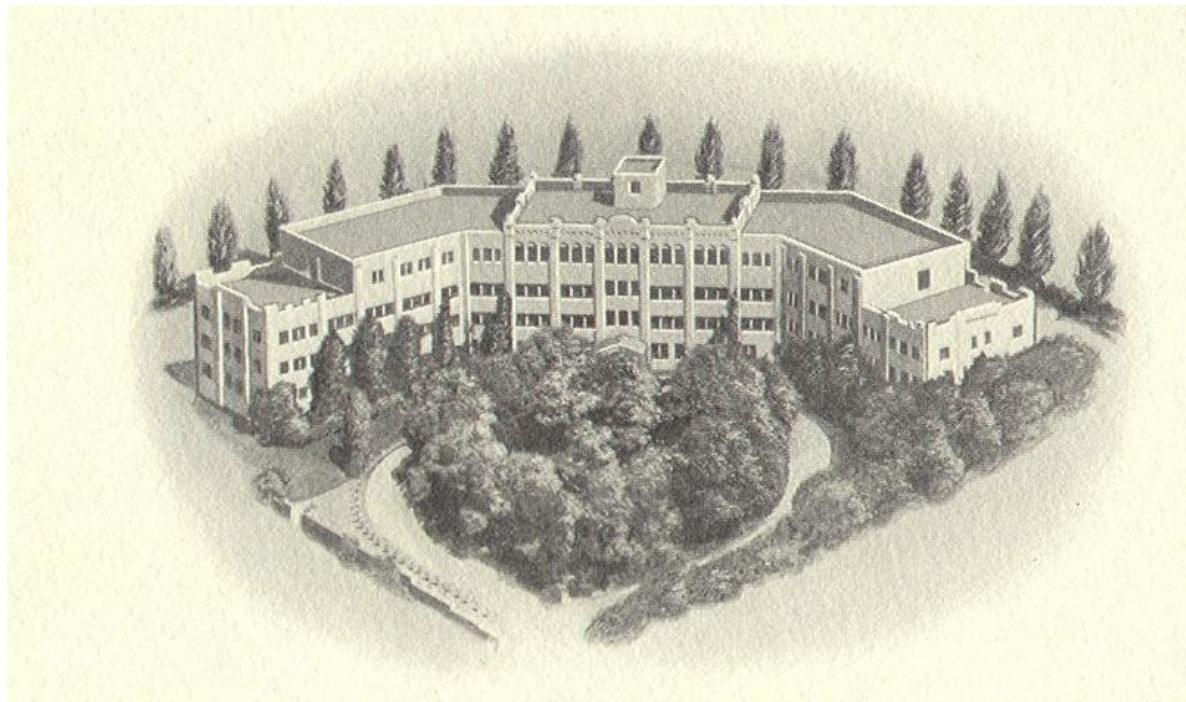
By 1971, ownership of the hospital remained unchanged with equity interests still held by the Homan, Crimen and Turner families. The Southwestern board of directors had evolved minimally with Dr. Homan, Jr. continuing to serve as president, Johnell Crimen, eldest child of Dr. Crimen, as vice-president, and Dr. Turner as secretary-treasurer. At that time, numerous additional hospitals and clinics, many owned by major national corporations, had been established in El Paso and the need for major capital improvements and modernization of Southwestern beyond what current ownership could provide prompted an opportunity for a sale of the hospital to Medenco, Inc., a Houston based health services corporation. The sale was approved by shareholders of Homan & Crimen, Inc. on December 16, 1971 and, after 34 years of private ownership, Southwestern General Hospital was now owned by a publicly traded company.

After the sale, Bill Burton remained as administrator and his executive secretary of nine years, Kathyne Geisert, was appointed as associate administrator in March, 1972. She was replaced in that position in 1974 by Robert Brunk, Jr. who had served as business office manager for National Living Centers in Houston. In May, 1976, Brunk was named administrator after a transition period during which Burton served as a special consultant in government relations for Medenco before his retirement. In July of that year, Thomas Faith and John Wood were introduced by Brunk as new assistant administrators. Wood had served as controller of Southwestern since 1974.

In September, 1977, Brunk resigned and was replaced by Lanny Chapin the following month. Chapin was replaced in August, 1978 by Frank Braden who had held executive positions at Duke University Hospital in Durham, North Carolina and Brokam Hospital in Normal, Illinois. In early

1979, Medenco changed its corporate name to Lifemark Corporation and continued management under Braden until August, 1981, followed by Glenn McElroy who had come to El Paso from Park Place Hospital in Port Arthur, Texas. Braden moved from El Paso to Westgate Hospital in Denton, Texas.

In January, 1984, American Medical International, Inc. acquired Lifemark Corp. in a merger reported at a value of \$1 billion. McElroy continued as administrator until May when Beth Jewett, assistant V.P. of operations for American Medical's regional office in Houston, was named interim administrator. It was also in 1984 that the long-established and much-admired canopy of trees that had graced Southwestern's circular driveway and facade were uprooted and removed, exposing what the building first looked like after construction of the original Homan Sanatorium in 1925.



*Southwestern General Hospital circa 1980*

Under American Medical's ownership and despite additional renovations and modernization, Southwestern struggled to remain competitive as an acute care general hospital, given the growing numbers of larger, more modern hospitals and clinics in El Paso resulting in declining patient counts despite the loyal commitments and efforts of the hospital's medical staff.

Stephen Weinstein replaced Jewett and served as administrator from January, 1985 to November, 1986, when the hospital was sold to Gateway Medical Systems, Inc. of Atlanta as part of a multi-hospital group purchase in Texas and Oklahoma. William Grinwis served as administrator until June, 1987 when Southwestern was, for the second time in seven months, again sold, this time to the non-profit Texas Community Hospital Association (TCHA). Gateway Medical continued to manage the 120-bed hospital under contract with TCHA. Betty Ritchie served as administrator until July, 1988. Dennis Fargie replaced Ritchie and the hospital was soon faced with involuntary

bankruptcy in April, 1989 when three creditors filed with the U.S. Bankruptcy Court a petition to demand a financial reorganization. The Internal Revenue Service filed an additional claim later that month. Irving Trust, a New York bank, was Gateway's largest creditor and continued to work with Gateway on an acceptable reorganization. However, in May, Southwestern ceased all operations except for emergency room services and laid off all but 25 employees. In June, the bankruptcy court in Dallas appointed Brim & Associates headquartered in Portland, Oregon, as manager of Southwestern and approved a \$6 million loan to a group of six hospitals, including Southwestern. The creditors on the loan were expected to take over or sell off the group after emerging from bankruptcy.

Brim & Associates guided Southwestern through the bankruptcy proceedings with limited patient services but eventually emerged under full operation of all departments in September, with recertification by federal and state officials to accept Medicare and Medicaid insurance. Bernard Scott assumed the position of chief executive officer and Eddie Martinez was named chief financial officer and Karen C. Lyon was named director of nursing. During the bankruptcy, Brim & Associates operated the hospital with the Bank of New York and a Finnish subsidiary, Kansallis-Osake-Pankki, as primary lienholders. Specialties promoted by the hospital included family care, 24-hour child care center, maternal-infant and pediatric services, inpatient cancer treatment, chemical dependency and day surgery. Southwestern was formally released from bankruptcy supervision on July 3, 1990. Title to the hospital was passed to Sloan Holding Company of Dallas, an affiliate of the two banks, until a foreclosure sale could be arranged.

In August, 1991, Desert Healthcare, Ltd., a group of 35 unnamed local investors, some of them doctors, agreed to a 3-year lease of Southwestern with an option to purchase. William Behnke, Jr. was the chief executive officer under contract with Brim & Associates to manage the facility. At the time, Southwestern had 99 beds, 160 employees and a medical staff of 80. The focus of the hospital would be primary family care, including general medicine, surgery, pediatrics and obstetrics. After 20 years, Southwestern was now back under local ownership.

Behnke left in 1992 to become administrator of Tucson General Hospital and was replaced by associate administrator Helen Williams until June, 1993 when Stephen Campbell was named to the position. Campbell oversaw a relatively calm period for Southwestern which remained focused on general care, pediatrics, obstetrics, surgery, diabetes and wound care while competing with the two healthcare giants in the market, Columbia/HCA and Tenet Healthcare. He resigned in December, 1999 to pursue other opportunities and Southwestern saw the return of William Behnke who resumed his role as administrator after his tenure in Tucson. Of note is that Behnke was also owner of Dana Healthcare Corporation, Desert Healthcare's managing partner.

Behnke's status as administrator lasted until 2001 when financial troubles and threat of bankruptcy again began to hover over Southwestern. In February, the hospital discharged all of its inpatients and refused to admit new ones. The only services offered were diagnostic tests and radiology and respiratory cases. Southwestern's owners, Desert Healthcare, Ltd., began negotiating with Gulf Medical Alliance, a Houston-based management services organization to take over management from Brim & Associates. Negotiations broke off in March for unannounced reasons. The hospital's Texas Department of Health license expired on February 28



and officials announced that renewal would require at least a functioning emergency room. Ambulance service had been curtailed. The Joint Commission on Accreditation of Healthcare Organizations scheduled an inspection of the hospital for March 20. The future of Southwestern General Hospital was in severe jeopardy.

Desert Healthcare filed a petition for bankruptcy reorganization on March 16 and the presiding bankruptcy judge allowed the hospital to use cash revenues to continue operations with thirty employees and functioning emergency room, radiology and laboratory services. The U.S. Department of Labor filed a claim on behalf of unpaid employees and several local hospitals were owed money for laboratory services provided by Southwestern. According to the bankruptcy petition, the hospital had \$9.12 million in debts and \$10.8 million in assets.

On June 29 of that year, a new limited partnership of 38 investors, most of whom were local physicians, purchased Southwestern out of bankruptcy for an announced \$3.3 million. The partnership, named Pan American General Hospital, LLC, was spearheaded by Dr. Tai Lam and board chairman was Glen Grimsley, a farm owner and retired businessman. The group appointed Ernie Domenech, a former hospital administrator in Jasper, Texas, to serve as administrator. Domenech had been brought to El Paso previously by Pan American to consult on the development of a new hospital planned by the group in East El Paso but was assigned to Southwestern upon the purchase of the hospital.

By July, emergency room services, lab, x-ray, respiratory therapy and surgery services had been reopened and the obstetrics-gynecology unit would open soon. While Domenech is quoted in a July 5 El Paso *Times* article as saying that Southwestern's accreditation by the Joint Commission on Accreditation of Healthcare Organizations had never been revoked, a February 3, 2002 El Paso *Times* article clarifies that accreditation had, indeed, been withdrawn in September of 2001, according to Kathy Barry, a spokesperson for the Chicago-based commission. Full accreditation was eventually re-established and granted on August 14, 2002.

In September, 2002, Domenech resigned as Southwestern's administrator and was replaced by David Buchmueller, a familiar name in El Paso who had served as administrator of the historic Providence Memorial Hospital from 1991 until 1995 when the hospital was sold to Tenet Healthcare. He had been providing consulting services around the country while continuing to reside in El Paso. As administrator, Buchmueller partnered with Bruce Rossiter, president and CEO of M2 Capital Ventures, a San Diego firm specializing in business capitalization and turnarounds. Rossiter was named Southwestern's director of business and legal affairs. Buchmueller and Rossiter also became investors in the ownership group and were publicly confident that a partnership with investment firm DVI Inc., a Jamison, Pennsylvania company specializing in loans to healthcare facilities, would soon finally put Southwestern back on a strong footing as a specialty hospital.

In May, 2003, Pan American announced that Buchmueller was being replaced as administrator by John M. Faulkner and that Southwestern General Hospital, after 66 years, was to be renamed Pan American Community Hospital. *Note: Despite the name change, numerous articles and*

*classified ads promoting diabetes care published in the El Paso Times throughout 2004 - 2006 still referred to the facility as Southwestern General Hospital.*

In September, 2003, Pan American closed its intensive care and detox center amid growing financial problems due, among other factors, to unusual delays in receiving Medicare reimbursements representing about 70% of hospital revenues. Subsequent cash flow problems, coupled with the August 25 filing of a Chapter 11 bankruptcy reorganization by the hospital's chief lender, Pennsylvania-based DVI, Inc., forced Pan American to declare bankruptcy in October. Investor Rossiter of M2 Capital Ventures was now listed as co-administrator with Faulkner. Forty employees were laid off, services were curtailed and DVI's control over the hospital's line of credit presented a dilemma of dueling bankruptcies.

During the bankruptcy proceedings, Pan American managed to reopen emergency room and intensive care services, pediatric care, cardiac monitoring and stress testing, limited surgical procedures, wound care and specialized diabetes programs. The hospital was licensed for up to 100 beds at the time. The hospital finally emerged from the reorganization in March, 2005 and Faulkner and Rossiter were replaced by Joe Wright as the new CEO. Wright had previously been administrator of Culberson County Hospital in Van Horn, Texas which had ceased operations in June, 2004.

The post-bankruptcy recovery was aided in September, 2006 when Wright announced that Pan American had agreed to lease the third floor of the hospital to El Paso LTAC Hospital, a long-term acute care facility owned by a local group of 20 doctors and other investors. Dr. T.C. Villarreal, M.D., an obstetrician-gynecologist, and Dr. Robert Moreno, M.D., an internist, were managing partners of the group. Evelyn Stewart served as CEO and Leon Metz, Jr. served as chief operating officer. It was hoped that the lease would enhance the hospital's struggling revenue stream and increase the number of doctors serving on the medical staff. And, while Pan American still owned the property, it was publicly announced in October that the name of the hospital was changing back to Southwestern General Hospital as that name restored the strong connection the hospital had historically enjoyed with the local community.

In August, 2007, despite all efforts to remain stable, CEO Joe Wright announced that Southwestern had, for the fourth time, filed for bankruptcy protection and launched a search for a new owner. The bankruptcy court had not allowed the hospital to use cash collateral to pay bills which forced the layoff of 100 employees and the shutdown of most of the hospital's services. Wright and 11 other employees would remain to operate the emergency room during limited hours, to collect receivables and maintain the facility. On September 5, 2007, the *El Paso Times* reported that Southwestern had ceased all medical operations, including its emergency room. At the time, hospital debts were reported at \$10.6 million and assets at \$3.1 million. Collectible accounts were estimated at \$1.28 million. El Paso LTAC Hospital remained a viable tenant of the building but Southwestern General Hospital, after 70 years as a general hospital born from the foundations of the Baldwin and Homan Sanatoriums established 30 years prior, effectively ceased to exist in August, 2007. 100 years of dedicated service to the El Paso, Texas region had come to an end.

With El Paso LTAC Hospital still a tenant, the building and property at the northwest corner of Cotton Street and Murchison Drive was purchased in foreclosure on December 12, 2007 for a reported \$2.8 million by Southwest Verity Capital and its investment partner, SWH Realty, both headquartered in Dallas. Plans were to maintain the LTAC Hospital on the third floor, renovate and maintain the architectural integrity of the building, extend the pharmacy and create skilled nursing facilities on the second and fourth floors. There was even discussion about changing the hospital's name to "Mil Ventanas," Spanish for "A Thousand Windows," as homage to the local reference to the new Homan Sanatorium built in 1925. McCormick Architecture was to be responsible for the redesign and C.E. Wolf Contracting, Inc. would manage the renovation. However, other than minimal capital improvements and the expansion of the LTAC Hospital to a 33-bed capacity in August, 2009, no other announced plans ever came to fruition.

In February, 2017, Longcare Partners, LLC, formed and managed by Dr. Janette Tan, M.D., a local pulmonologist, and Dr. Onyema Amakiri, DO, a local internist, purchased the building and property from the Dallas partnership group. On November 3 of that year, Longcare also purchased ownership of El Paso LTAC Hospital from the estate of the late Dr. T.C. Villareal. As of July, 2023, LTAC continues as the only tenant of the building and is currently licensed by the State of Texas for 33 beds. Current medical staff includes 70 licensed practitioners and 90 staff employees representing 68 full-time equivalent staff. Services provided include physical, occupational, speech and respiratory therapies, diagnostic laboratory, radiology and pharmacy. The hospital is fully accredited by the Centers for Improved Healthcare Quality (CIHQ). Chief Executive Officer is Jesse Holguin and Chief Financial Officer is Eddie Martinez.

According to Martinez, "Longcare Partners and El Paso LTAC Hospital intend to respect and appreciate the history of this historic building and the work of so many medical practitioners, nurses, staff, patients and families who have come through these doors over many years. A commitment to quality, compassionate healthcare is still firmly embedded in these old walls."



*El Paso LTAC Hospital - July 14, 2023*

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Photos/illustration provided by the author and Pamela DeGroat Nelson.