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Dr. William D. Sawyer (1) interview conducted on October 3, 1984 about the Boonshoft School of Medicine at Wright State University

William D. Sawyer

James St. Peter

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WRIGHT STATE UNIVERSITY
School of Medicine Oral History Project

Interview date: October 3, 1984

Interviewer: James St. Peter

Interviewee: William P. Sawyer, M.D.
 Second Dean, WSU School of Medicine
 Interview 1

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| JSP | My name is James St. Peter and this is the first in a series of interviews with Dr. William P. Sawyer, current Dean of the Wright state University school of medicine. The date is October 3, 1984. The time is 9:30 AM and we are in the Dean's office room 113 C. in the medical sciences building at Wright State University. |
| JSP | Dean Sawyer can you tell me a little bit about your background prior to coming to Wright State? |
| WS | Well I was born and raised in small town in west central Illinois. A town of a little over 2000 people. I went to grade school and high school there. I attended the University of Illinois in Urbana for three years where I was at that point called a premed, I was also working on a major in both zoology and philosophy. During my third year I applied for medical school at Washington University school of medicine in St. Louis. More or less to find out how it worked without any expectation of being admitted as a junior without finishing college. I was also planning to apply to the University of Illinois College of medicine in Chicago, but that application didn't go in until January. Lo and behold when I returned to college after Thanksgiving vacation, without interviews or any other process I had a letter of admission to Washington U in St. Louis which I decided to take and that was probably one of the key event or decision in my life which has influenced it significantly. |
| JSP | Was it usual for students who wanted to go to medical school to go through that process, get admitted without an interview? |
| WS | I really can't answer because I really didn't know the procedure that well. There were three of us out of 86 that were admitted to Washington you out of the junior year. And why I was selected I never understood, I was a poor boy from a small town who got into the University of Illinois. I think it was fair to say that my academic record was better than average, stood fairly near the top of all the students at the University of Illinois. It might've had something to do with it. But I can't tell you why I got it. |
| JSP | Were you a student leader at Illinois? |
| WS | Uh, no. I worked all the time that I was at Illinois to help support myself and had |

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| | <p>relatively little time for those kinds of activities. I was involved with the international program at the YMCA, the campus Y. and was involved with the leadership in what we would call today Med club. I honestly don't remember what it was called fair then. I think there was another name, but that was the function. And that was about it. During much of my time, or some of my time, I carried a full-time job in addition to going to school. Did various things including waiting on tables and the types of things you do in college to earn your own way.</p> |
| JSP | <p>What was med school like in St. Louis and how is it different today?</p> |
| WS | <p>Well in 1950 when I went there watching can University was, as it still is, one of the country's premier medical schools. I think it's fair to say it's in anybody's top few. It was an environment in which half the entering class were in Phi Beta Kappa. It was a very intense and highly academic and intellectual environment, it was a very heady setting. The things that I remember are not the study or the exams. Although I suppose I could remember at this episode or that. It is the intense enjoyment that my classmates and I had a medical school. We had a good time.</p> |
| JSP | <p>Come on now, medical school is fun?</p> |
| WS | <p>It was great. It was great. There was created an atmosphere in which one did one's work. In which one sought intellectual excellence, it was expected. Nobody came down and said if you don't get an "A" you aren't any good. You wanted to do well because excellence is what was expected of you. We didn't actually get grades. And in that climate of people from all over the country and all over the world, all of whom are high achievers. You had a few students your freshman year you had a great deal of difficulty adjusting that they couldn't be number one. But once they got over that notion that being number 30 in that class was damn good, that you couldn't always be number one, I think we've lost a lot of that sense of competitiveness. We had fun in learning. We had very stimulating classmates, we had very stimulating faculty. I won't pretend the anatomy was fun for me, and that was work. But in the long view of things that work was quite constructive, I thought it was great. I met my now wife then. We got married at the end of my freshman year. People around us were excited, and we met exciting people. And that's what made it fun. We were just poor medical student, about eight of us I guess, all married by the start of the second year. We very often, three Saturday nights a month, gathered at somebody's small wine or two room apartment and a pound of coffee made for a delightful evening of good people. And if somebody had just gotten their paycheck and had a little money left over maybe a jar of peanut butter on some crackers to go with the coffee. And that was great fun. I have to be honest, I enjoyed medical school thoroughly. I liked the challenge, I liked the people, I liked the idea of working for something-to achieve.</p> |
| JSP | <p>Has the philosophy of teaching medical students changed? Can you contrast then and now?</p> |

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| WS | <p>I hope it hasn't. Over what I saw at Washington U. I saw people there who cared about me learning how to learn. And wanted to help me learn, but who didn't feel compelled to teach me anything because they knew that wasn't the case. They knew they had to help me to learn. I hope that's what we are doing. I read a lot about places where that isn't the case. And I'm sure it has changed, there are undoubtedly faculty who drive students to memorize lots of facts and make it a directory. I wish it weren't so, it is. And maybe again does faculty who at Washington U were driving me to learn a lot of facts that I didn't really see the purpose of, I've forgotten that with the passage of 30 years.</p> |
| JSP | <p>It seems that in the past 30 years the scope and pace of medical science has increased so much. Do you feel that pace has affected the way students have to learn?</p> |
| WS | <p>That's a terribly difficult question to answer. I honestly think that it has not. But I'm going to be hard put to prove that to anybody. It seems to me that we learned as many quote facts as they need to learn now. I find what they learn now is often different. Maybe what we learned as fax artifacts anymore. But I find that they need to master a body of material and a set of concepts and techniques and activities, probably has expanded greatly. But remember also the student in med school now learns about DNA, and about computers, and they arrived in high school and college knowing a lot of what we would call modern biology or modern science, cell science, genetics, things that we were learning in medical school-actually a lot of it in modern biology I learned after I finish the basic med courses. The things that we struggle to learn are taken as second nature because they are hearing about it in grade school. I hear they learn about genetics and do genetic mappings in grade school nowadays. So I think it's been an expansion of what is known, but also weird that we are sorting out and chucking some of what we thought we knew that didn't turn out to be true. Part of the challenge seems harder and it's probably quite difficult now for a student to sort out what's important or essential, from what would be nice to know, from the what would be "if you don't have anything better to do learn this". I think the sorting process is more important today than it was. But the ability of the students to absorb knowledge and their preparation for the modern technology, I think is pretty high, so I'm not sure that it's changed all that much, but the sorting function has become very much more important.</p> |
| JSP | <p>Was there the same emphasis when you were in medical school on specialty medicine as there is now? And if so what was your specialty?</p> |
| WS | <p>Washington University is one of a number of schools is a validly-and I'm going to use the term elitist because I don't think it's a bad word, is validly an elitist school. They intend to train the leaders of medicine, of academic medicine and is one of the top few schools in producing faculty. So yeah it was highly emphasized there. I don't know if more than a handful of my classmates are family practitioners or what we would call family practitioners. And I, in medical school very early, became interested in internal medicine. And became quite committed to that and I think I</p> |

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| | <p>made a very early decision that I wanted to do academic medicine. And so that is pretty much the way my career has gone ever since. There was an enormously influential man at Washington University whose name was Barry Wood. And Barry was chairman of the Department of medicine. And I don't think it's exaggerating to say that he is certainly one of the most influential, probably the most influential position of the first half of this century and may go down as the most influential in this entire century. Barry was a great man and I, as a medical student, got interested in some of his work. And began to just fall under his marvelous spell and influence. And set about planning to spend time in medical school working in his laboratory on research. And was able to do that, was fortunate to be able to do that, then went on and trained in medicine, first the program he ran in Washington University and then he left and went to Hopkins. That probably comes later.</p> |
| JSP | <p>Your internship was the next stage right? Where did you do your internship?</p> |
| WS | <p>At Barnes Hospital in Washington U. I stayed on-at that time in St. Louis the medicine service was divided in two parts. The ward service, so-called, and the private service. And the ward service was that academic preparatory track-we had a lot of responsibility, we managed the patient as an intern management team. And was very prestigious and very sought after like the (Oslow) service at Harvard and so forth. And I actually was on the Ward service at Barne. We always joked that they didn't really want me. My wife was the superior heard nurse there and they always said someone told Dr. Wood they he had to take me or he would lose his best head nurse. I was never sure why [laughter].</p> |
| JSP | <p>Where did you do your residency then?</p> |
| WS | <p>Well. In 1955 when I finished my internship, it was necessary for everybody to either go into the military or go into the public health service because that was during the peak of the Korean outbreak. So I entered the Army in 1955, spent two years, then came back to Barnes, to Washington U. and did one year of residency on the ward service. Then I left the clinical residency program and then took a research fellowship in medicine at Washington U. Working in clinical biochemistry with a Saul Sherry, Tony Fletcher in the Department of medicine. And worked on enzymes that [lights vibrant clocks]. We sort of got into enzyme biochemistry. I thought about working with Arthur Kornberg who subsequently won the Nobel Prize for his work on DNA and he was at Washington U. in microbiology then. And Barry Wood had left to go be vice president at Hopkins. And Carl Moore, another absolutely marvelous man and very inspirational man, and one of the leaders of medicine in our country, had become the head of medicine. I went up and talked with Karl about working with Kornberg and much to my surprise Carl Moore looked at me and said Bill I won't let you do that. I almost fell out of my chair because I thought nothing would please Carl Moore any better than for me to go work on basic biometric is in us and genetics. And I sort of gawked and he looked at me and said now can I tell you why? I just learned yesterday that Kornberg is going to move to Stamford as head of biochemistry and he and his entire group of researchers are moving. And</p> |

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| | <p>they are going to be moving in the middle of the time of your fellowship in his lab- and I kinda thought you might be going to talk to me about this and Arthur and I talked about it and we don't think it would be a profitable time for you to be in his lab. You either ought to wait until they're at Stanford and then go and I know that doesn't suit your timing. So then I understood why Carl had told me that. So I guess I was one of the few people to know that they were leaving that early. But I did want to go on in something that had a biochemical orientation so I worked with Saul Sherry and his group for two years. Which at that time completed the residency training to be eligible to take board.</p> |
| JSP | <p>As a military officer in effect?</p> |
| WS | <p>Yes I was assigned to Washington U. and then Carl asked me to stay on as the chief resident. He was interested in changing the pattern of the fourth year, last year residency to one in which the people would have completed their clinical training and done some fellowship and then go back to be the chief resident of a major teaching service of the Department of medicine. And I was interested in doing that, but the Army had some different interests for me. So after some discussion I agreed with the Army [laughter]. So I went to Walter Reed center which is in Maryland, which is a research unit in infectious diseases. Which goes back to what I started working on when I worked with Barry Wood as a medical student. And it turned out to be just a splendid thing to have happened. I guess I found out it was in my best interest. I never planned anything in my entire life. It's just things that have happened. And they are I came to work with a man named Bill Tiger, who is now retired as a general officer from the Army. Bill was a pathologist who is one of the most knowledgeable people about the breadth of infectious diseases whom I have known. And it turned out that Bill and Barry Wood were good friends and that Barry served on the civilian advisory committee for Bill Tiger's operation in Fort Dietrich in Frederick Maryland. Whether that had anything to do with my ending up they are, I don't know. I also relate a little bit to a man named Dan Crozier who was involved with the Army and said that I couldn't be chief resident, but that I had to go to Fort Dietrich. So I started with the medical unit there and Bill Tiger and several other people and I hit it off pretty well. So I guess that proves you can fool all of the people some of the time [laughter]. In any event I very rapidly became the head of their medicine division. And worked very closely with Bill and some of the other research people. And did my clinical work with supervisory, as a chief I didn't see too many patients directly except as a consultant and I did a lot of research at Fort Dietrich. Both basic laboratory research as well as clinical research involving a volunteer panel for studies in infectious disease.</p> |
| JSP | <p>How did your military experience coming on top of your medical school experience shape yourself? Your own philosophies as an administrators?</p> |
| WS | <p>Well I -</p> |
| JSP | <p>Did you adapt well to military life?</p> |

WS

Well that was never any problem. Because really I was always in research. And in a very academic setting except for the first year, year and a half that I was in the army which was as a general duty medical officer working with Missouri, but even there I was in internal medicine and it was a time in which the Army and they recruit training Center have a lot of infectious disease research. And I literally had an opportunity to have very intense exposure and became, almost defacto, their consultant in infectious diseases. So I can't really say how much I was-the Army-I had to wear the suit, or the generals would come to a meeting-I went to a meeting. And I never found administration when I was head of the medical division to be a problem. And because of the research opportunities and what I was doing, I guess my abiding memories of the military are as a captain holding down a coronel's job and doing all the things that coronels and generals did. I was meeting with the president of the science advisory commission, Secretary of Defense, his top people. I can remember on one occasion we were doing a briefing for the secretary of the Army and the Army research and development and materials staff. And we're having a break for lunch and were eating in the flag or general officers mess in the Pentagon and I got called to take a phone call because of a medical emergency back at our base hospital. And it was too noisy there so I went outside to call from a phone booth and they wouldn't let me back in to finish lunch because the captain wasn't allowed in a general's mess. So we had to get some lady to come rescue me. As I recall it was the need to the Sec. of the Army who got me back into the flag mess at the Pentagon. But I really had a splendid career opportunity in my military time. I owed them for years of active duty for my training. Which they supported me. And I did four years of Fort Dietrich. And when it came time to make some decisions for what I was going to do for the future and then Barry Wood gets back into the story. During the time I'd been at Fort Dietrich, the civilian advisory body there, a collection of the most impressive in infectious disease people in the country. And Barry was included on that board. So I had repeated opportunities to see Barry Wood again, they were in Baltimore and we were 45 miles from Baltimore. And several opportunities presented to return to St. Louis as a faculty member at Washington University. To go to the University of Maryland and they are infectious disease division. Several others, but it had become apparent to me that since I had taken biochemistry, the only microbiology class I had taken in my life in the first and second year of medical school, a lot of things have happened, molecular genetics and immunization technology were totally new and different. Great progress. And I came to the conclusion that for what I wanted to do in the long haul it was important for me to become familiar with the advances in modern biology, immunology, that had occurred. And one way to do it would be to go into a basic science department as a fellow. So I was proposing to go back and take another one or two-year fellowship over in a basic science department somewhere rather than to take a faculty position right that. And I looked at a lot of opportunities in the Army I literally had the chance to write my own ticket for what I wanted to do. So to put it all together, Barry and I, sat down and, I went to him as an advisor and he said well Bill what I want you to do is to come over to Hopkins. And he had just given up the vice presidency at Johns Hopkins for health affairs to become chairman of their

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| | <p>microbiology program. And he said I would like you to come over and join our faculty in microbiology. I know you're going to go on to internal medicine and that's fine. There are several positions in our department, he being a physician. But I think I agree that it would be great for you to have two, three, four, five years in the department, get up to date, the state-of-the-art, and then go back to a Department of medicine and go into an academic career in internal medicine and infectious diseases. Well that was a splendid opportunity so I agreed to do that at the grand sum of \$12,000 a year salary. Johns Hopkins pays a lot with reputation and very little in dollars. But we were glad to do that so I went over to Hopkins and it was just a sparkling environment. A classmate of mine was on the faculty there, he later won the Nobel Prize. Dan Nathans. We'd known each other all through medical school, and then came back together, and again it was Barry Wood's influence. Bob Wagner, who's now head of microbiology at the University of Virginia was there. He'd been trained in internal medicine-just a great environment.</p> |
| JSP | <p>What did you teach?</p> |
| WS | <p>Microbiology and my early interest was the bacteria that produce disease and their interactions with the host-the host immune response to them. About halfway through the second year there, first year, Dr. Wood had a heart attack in the middle of his favorite lecture. And suddenly I was thrust into doing all the teaching that he had done and really did it over the next two years. Which I had the splendid opportunity to be immersed in the teaching environment, it was very intense in which he got a lot of feedback from everybody. If you pause at the wrong place at the lecture they let you know. And though it hurts at the time it was very rewarding. I've always prized that.</p> |
| JSP | <p>How did you consider yourself as an administrator at that time?</p> |
| WS | <p>Then I was only administering my own laboratory. I had no administrative responsibility to the department. And the research program was going very well, we were attracting students to the lab and I think I was pretty well received as a teacher. I got better with time. So is doing no administration then. I found that I enjoy what I was doing very much an everyday patient care. And during my third year there, about right after Christmas, some opportunities were beginning to come in, and some requests, when I look at a job in a Department of medicine. And that was right around about where Barry and I had talked about. But one night there was a terrible snowstorm in Baltimore, sort of a blizzard and I was sitting up in my house contemplating whether or not I was going to get out and take my car out. When Bob Wagner who is the virologist in the lab next to mine came around the corner and said he Bill how would you like to go to Bangkok? And I looked down at that dark and that snow and I didn't know much about Bangkok but I knew it was warm and I said when. Well it turned out that classmate of Bob's had recently joined the office of the Rockefeller foundation in New York and was involved in trying to develop a program in Thailand. He was looking for people to take leadership positions in that and he had written to Bob to see whether Bob would be interested from</p> |

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| | <p>microbiology or whether Bob knew anybody. Well to make a fairly long story short, he came down later that week we talked I went to New York I met the people in New York, my wife went with me to New York another trip and they said why don't the two of you go to Bangkok and we did and came back. So I was offered a position on the staff of the Rockefeller foundation to go to Thailand and participate in a program with the Thai government to develop graduate education to the PhD level in the life sciences basic medicine-in a new medical school. And my job was to head up the program in microbiology and immunology. And was appointed as an actual operating officer in the Thai University-I. had to be acting because to be permanent you have to be a Thai citizen. I was acting head of microbiology at immunology and work for the Rockefeller foundation.</p> |
| JSP | <p>Did they have instruction in English ?</p> |
| WS | <p>Yes we taught there in English. Also turns out very Wood was on the board of the Rockefeller foundation. The time I was offered the job as a matter of fact he had absolutely nothing to do about it and didn't know about until I went in to Berrien said what should I do. What do you think? So he was very encouraging for me to do it to join the Rockefeller foundation. He rightfully thought it was a superb operation. So I went to Thailand as the head of microbiology and Jane and the family set out in 1967 and spent six years there. And we walked in, we were the first people to occupy a new building, it was still being built, there were no elevators. I used as a lab bench he creates that refrigerators arrive in for a time while they finish the construction. And so we started teaching about six weeks later. Over the course of the six years had some trying days and frustrating once but in all an enormously satisfying opportunity. Let me take you back to something. Carl Moore one of the other two leading figures in my life said-told me one day that all of the prizes and the awards, this was when I was a resident, but he'd received were not the most important things to him and his career. What had been the most important was that he had come to St. Louis fresh out of a fellowship, there was nothing called hematology at Washington University, and he took an empty room and built it into what was honestly one of the premier if not the best hematology program in the world. The sense of having taken something and built it, for having been responsible for that, is the most rewarding thing he's ever done. My experience in Bangkok has allowed me to understand fully what Carl Moore meant. I didn't when he told me this when I was a resident. But I do now appreciate. And that's had a very profound effect on other things I've done.</p> |
| JSP | <p>Do you feel that your involvement in the development of a new program at Bangkok, did that give you a better understanding of stepping into a relatively new program here?</p> |
| WS | <p>Sure.</p> |
| JSP | <p>How share? How has that helped you?</p> |

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| WS | <p>I learned a lot of things there and I can't put it in a short sentence but I can give you some examples. One of the things I learned very early on is you don't help and effort that's weak by pinching a little bit of money from strong efforts, getting it to the weak in the hope that you make them strong. They are weak for a reason that isn't solved by a little bit of money. So all you do is hurt the strong program and you don't help the weak one. The weak one has some fundamental defects and you got to deal with those and put enough money and resources into make it strong. But you let the strong programs continue to thrive. And I suspect as we go along you will find that to be a theme that recur us. Secondly I became very cognizant in some of the things that are involved in starting. And when you have students whose arriving next month you may make some compromises over what you would like to see in 10 years in order to deal with those students who are coming. You may recruit some students to start a program who 10 years later you might not accept into your program in order to get the program to get going. And you have to have students for to go. That doesn't mean those people are not good people, that they're not deserving of your respect and your support and your help. And certainly I learned that you don't discard them when later on you begin to add strength, and as the program matures you don't throw those people out like a shoe that you don't want anymore. You've got to understand that they were the people that made it possible for you to get going. So maybe you get a little stronger of a student body or student faculty a few years down the line but those people are valuable because without them you wouldn't have a down the line. That's the second thing. The third thing, I don't know if I learned it or not, but it was very impressive, the results of applying what I'm about to describe and that is when you go into a new setting whether that's established or developing, look around very carefully and pick something that you can change relatively easily and quickly that will be highly visual and make your splash that says hey this is marvelous. Don't tackle something that could take five years before anybody sees it and before you can be a success. Pick some things to work on right at once that you can make a mark with. Another thing I learned there is or saw, and it came to mind because I had to put some decisions and to actual operations is don't spend very much time or effort telling people how wonderful something is going to be when they get it. Wait until you've got it and then it will be apparent to all how good it is. I'm not a big proponent of gaudy public-relations that promises all things to all people when in fact deep down inside you know you can't deliver too much of it. That may be contrary to some people's approach to things, but I sought payoff in Bangkok in dealing with the government in dealing with the public, that by becoming solid producers the long-run payoff was enormous. Was better than all the people with the big splash and height who didn't have substance behind it.</p> |
| JSP | What were your responsibilities in Bangkok, in your staff? Did you choose your own staff? |
| WS | Yeah. |
| JSP | If so how? |

WS

The program was developed so that we were not going to take existing Thai faculty members into this new program. This was to be a completely new program. And a number of scholars had been selected to go abroad under, Thai scholars under Rockefeller support to earn your PhD to return to the program. It also included some Western faculty to come to Thailand and help with the program while these others were being trained and the idea was that the westerners would be phased down and the Thais phased in. That was a spread over a period of time. And I did find a couple of Thais who had not been in the scholarship program, but were just finishing, and brought them on board and one of them turned out to be just spectacular. It's probably turning out to be one of the leading scientists in Thailand today. The other was very productive just wasn't that spectacular. So was a mixture of picking, choosing, and developing that several people were involved in. It turned out things worked out very well. We taught English. We put in a program, a graduate program. We stressed from the beginning high quality achievement rather than-we wanted to produce people with degrees, doctorates, but the achievement was important. The standards were important. Not just granting them degrees. And that has paid off. The first two people to ever earn a PhD in Thailand were our students and our program went very well thanks to the Thai colleagues we had. We became very active in research, the Department published aggressively, we developed a good infrastructure of Thai leadership. And we left in 73. The foundation was interested in how to get out. The program was going very well we had 25 or so foundation staff and I think their experiment and education development was a great success. But nobody had ever figured out how to disengage. It was clear that if we kept everybody there and kept the money going in the program would continue to be successful. We have students from all over southeast Asia in the program, coming in as either postgraduate or doctoral graduate students. Well how do you get out and turn it over to Thailand? Well it was judged that our department was the one to experiment in how to do it with. And we made a collective decision to in essence do a cold turkey job in microbiology. But there were two American faculty, who are there, and we had some really first-rate Thais, so we made this decision that will leave and leave it as a tie structure. And that microbiology was the first program to disengage because it was the most developed on the Thai side. And I think that would have been a great success except for one complication after the decision process had been put in place. I was committed to a job in the United States, my associate was committed to a job in the United States, namely coming with me to Indiana University. And it was impossible to back off - of the dean of the medical school was murdered by his mistress. So is very prominent, very wise leader was suddenly removed from the scene. And he was a person who did it all himself, he didn't hadn't built up a cadre of associates. And there was only one logical successor, but he was an individual who is seen as not having great strengths in academics. And so the Thai had been selected to succeed me as chairman, for the sake of the program in the institution went down to become the associate Dean for academic programs. Which mean we just dropped down from the chairman to the number two and I think if I had to do it over I would have gone and left my senior associate behind, or he would've gone I would have stayed longer. But we were too far gone to do that when the murder occurred. So I

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| | <p>think the department probably didn't do as well in the transition as it might have, but they are solid and doing a good job. Another department we learned the lesson from a program standpoint of the disengagement of the other programs was more gradual. We would have made it if we hadn't lost the [indecipherable] to become the Dean. [Indecipherable] became the dean of the medical school than the vice director for academic programs for the entire university, he's been spectacular and he would've been great as a chairman. The other fellow who did become chairman just had a long learning curve. And I think the department suffered. So we came back in 1973 to Indiana University school of medicine, where I was chairman of microbiology and immunology.</p> |
| JSP | <p>During the development phase in Thailand, it seems like you learned a lot about the development process itself. What mistakes did you make that you feel you learned from? Was it all a smooth transition-</p> |
| WS | <p>Oh no. It's complicated a little by working cross culturally. I will be honest with you. I am by nature a pretty aggressive impatient guy and we fairly quickly adapted to strategy that if we waited for the Thai way to do it, we would wait forever.</p> <p>[Break in recording]</p> |
| WS | <p>And so my strategy was that somebody had to push, kick, shove, and make waves. We had a director of our foundation who is very good at pouring oil on troubled water. So we sort of had a compact that my style was to make waves that he would have to pour oil on. I think that if I had it to do over again I would not be as aggressive. I wouldn't have. I probably would have pushed some people faster than they were even capable of going in the belief that people have to have the opportunity-you can't find out how fast someone can run until you try to make them run faster than they can. And I think I probably came in with US/John Hopkins/Washington University-you must be the best and if you aren't the best you don't belong here-I went too fast. In a seemingly thought out but misjudged way. And we simply rode over some people to cause some things to happen. It probably, what happened may have been good, but I think the style would, and should have been different.</p> |
| JSP | <p>How is the pace of development in a foreign country different from the United States?</p> |
| WS | <p>It can be very much slower because of the bureaucracy. And the style of people-it's an observation of mine that in any country that has a language that doesn't have tenses, it's only a present tense, whether there's a connection or not, those people can't plan. Because they live in today they don't think about tomorrow. And that's a lesson I learned after-by learning it. I think there's the concept of the plan that's meaningful. I think they develop plans because it's required by agencies but the plan doesn't mean anything. It's kind of like when we were building the building, they put up a wall, then they would cut out a door to you at pouring out of the plan said the</p> |

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| | <p>door was on the other side of the room, so they would patch it up and cut out a new one. Then having to the door and they would go buy a door frame, finding out they've cut the whole wrong so then they would have to fill it into the door frame- and that's characteristic not just of Carpenters but of the entire scheme of things. So there are cross-cultural problems that are very significant. I think you got to identify people and sort out those for whom the appearance of development is what counts rather than the substance of development. And you got to find those leaders who care about substance and can manage the appearance while accomplishing substance, and work with them.</p> |
| JSP | <p>How you feel you are as methodical planner? Do you feel your strength lies in an aggressive kind of planner or as a developer?</p> |
| WS | <p>Well-</p> |
| JSP | <p>Or is a combination?</p> |
| WS | <p>Without trying to sound self-serving or egotistical-I have ideas very very rapidly and I have a workstyle that I put that out and I use staff people and other resources to be filters for me. I have no pretense that they're all good. I put out the ideas and I want to work with them, and talk about them and so it's not a slow methodical process. A lot of moments seem to come to me instinctively, right or wrong, I don't spend three hours thinking how to solve the problem it just comes in the course of a conversation and I can't tell you why that is or how that is. But we try to put out and I try to utilize the mental processes that come up with ideas. To beat them out and get them looked at and evaluated and not impose them. But I don't think there's anything as pretty as an idea. And for people to have ideas or thoughts, would this work, they keep them to themselves for fear that they are rejected it, is an anathema to me. I wanted to put it on the table because maybe the whole idea isn't any good but there may be a piece here and a piece there and you can put together and come up with a great plan. So I tend to work that way although I think I have goals in mind. I'm always reminded. Someone once said always keep your eye on the horizon. But I want to put onto that, but if you're walking barefoot through a barnyard you better look down occasionally instead of only at the horizon. But I think the ideal is a bunch of creative people with fertile minds who are willing to put an idea out, scribble it on a blackboard, see what the consequences would be, and reject some things is absolutely ridiculous, it wouldn't have worked, but it would have been a mistake not to think about it. So we do our research. We try to do a lot more experiments on the blackboard, figure out what will or won't work, and that we try to do fewer experiments using the chemicals or the free agents, and have those be clear and compelling rather than shotgun. And I hope we can-we want to know where we're going. So I guess it's a long-term and then fairly methodical pursuing that goal. But I want everyone to share ideas and thoughts in an open exchange. Where it's perfectly feasible for somebody who works for me to say it to me that's the dumbest thing I've heard this week Bill. But I also want to be able to say that's the dumbest thing I've heard this day, back to them. It doesn't have to be put in that language, but I think you have to</p> |

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| | have a free flow of thoughts. Utilize the best of what everybody's got. I don't know whether that's exactly responsive to your question or not. |
| JSP | Well this is a good point to stop the first interview. Thank you very much for throwing it out at me and will come back at you at our next session. |
| WS | Thank you. [End of recording]. |