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Dr. Edward J. Spanier interview (1) conducted on December 10, 1984 about the Boonshoft School of Medicine at Wright State University

Edward J. Spanier

James St. Peter

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WRIGHT STATE UNIVERSITY
School of Medicine Oral History Project

Interview date: December 10, 1984

Interviewer: James St. Peter

Interviewee: Edward Spanier, M.D.
 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. Edward Spanier, first assistant Dean for Administration at Wright State University's school of medicine. The date is Monday, December 10, 1984 the time is three o'clock and Dr. Spanier and I are in room 013B of the television center here at Wright State University. |
| JSP | In this first interview what I'd like to do is go over your background prior to coming to Wright State and possibly, if you have time, going over some of the aspects of the early planning of the school of medicine. |
| ES | Fine. |
| JSP | What was your background prior to coming to Wright State? |
| ES | Basically a chemist, so in the academic environment basically what I've done previously was, in New Jersey, function as an assistant professor and associate professor with the usual commitment to research and independent study. So I had about six or seven years of educational experience in the classic University academic department. Prior to that, about a year or so of industrial experience. |
| JSP | Where did you get your degrees? |
| ES | La Salle College in Philadelphia and the University of Pennsylvania. |
| JSP | With a Bachelors and Masters? |
| ES | Yeah, Bachelor's and Doctorate. I have a Masters and Doctorates from the University of Pennsylvania. |
| JSP | And what university were you working for before you came here? |
| ES | Seton Hall, in South Orange New Jersey. |
| JSP | What kind of background and academics did you have, were you involved in teaching or ministration or - |

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| ES | No, before coming here I guess it was a bit of both. The immediate, the primary background is the classic academic rote of the assistant professor standard kind of teaching load, research, graduate program. So during the course of roughly six maybe seven years at Seton Hall I guess I had about two students who did doctorate programs with me and probably a few others that could be Masters. The usual type of solicitation for grants. Sort of independently of the primary thrust I served as assistant or vice chair of the Department of chemistry. So the issue of job responsibilities prior to Wright State were usual or traditional kinds of things that one might associate with any kind of new academic faculty member. |
| JSP | Did you come right out of your student period, writing to teaching? |
| ES | No. When I left the University of Pennsylvania I went with DuPont - the experimental station in Wilmington, Delaware for about a year. |
| JSP | What work did you do there? |
| ES | What I did there and why I went there are two different things. The reason I went was first of all I had to make a decision about whether to stay in the classic academic environment for whether to experience some the other side of the coin, industry, with |
| JSP | the expectation that even if industry wasn't satisfactory I could probably always return to the academic arena with the added consideration that probably industrial experience would be useful in the academic environment. Perception if you will - the real world, |
| ES | and industry real world, then I went with DuPont too because of the time. This is the early 60s, DuPont had an interest in starting a new line of consumer products and you may realize if you think about the firm there are very few things they sell directly to consumers. Paint, anti-freeze, waxes and whatnot. At the time they were interested in a major thrust into consumers, I'm sorry, into pharmaceuticals. The consumer products |
| JSP | have been like lawn and garden supplies. So I was interested in this new major thrust of the corporation, but between the time they recruited me and the time that I got there |
| ES | they apparently reassessed that. And in turn I found myself among other things working on another project at the time in which I just created a fair amount of attention for the |
| JSP | company. And that was synthetic leather. Something at the time, I guess the trade name was Corafan. Which was again from a technological perspective, a fantastic product, |
| ES | but that also accompanied what shall we say, dispose of the product line in about five or six years later and I guess after I was in the company, the fact that they were |
| JSP | redirecting themselves away from the sort of goals that they had stated when they recruited me - to again some of the other would surely call them idiosyncrasies that you |
| ES | might associate with large companies that, an opportunity came available in Seton Hall Northern New Jersey in the school. So I went there rather than staying with DuPont. |
| JSP | How did you come to Wright State? In what respect did you come to Wright State? Were you initially brought on board to help with the School of Medicine and initiation or were you brought on for another reason? |

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| ES | I guess maybe the simple answer to the question is I came, or was recruited, to participate in the early planning of the School of Medicine. The history of that is that Bob Conley who was the Dean of the College of Science and Engineering at the time, one of the principal project, or drivers on the medical school project. I knew Conley from Seton Hall. And I was interested in a position in the south, in Georgia and I asked Conley to serve as a reference. Conley then said if you're interested in moving or relocating, I got a position for you. He invited me to come out and essentially said we'll bring you in as an Assistant Dean. The general thrust was done to come in during a general time period of July or August of 72 over to the General Assembly and then [create a] report for the new school of medicine by December of that year. |
| JSP | Why would a chemist and associate, an assistant professor at Seton Hall, come in as an Assistant Dean or Associate Dean in administration of the School of Medicine? What's the connection? |
| ES | There really isn't any I guess except the excitement and the challenge to build something new, fresh. In hindsight it was really just the excitement of doing something that I believed in that I felt was necessary. [Something that] was innovative with respect to responding to society's needs as I saw them at the time. And also innovative in what was potentially a cost-effective delivery of services. The sheer challenge I guess of-or maybe the presumptuousness of developing a new program from scratch. |
| JSP | Where did you get the administrative credentials to come into the position of Assistant Dean? |
| ES | Oh I think the credentials of an Assistant Dean are probably not much more than being an Associate Professor. Maybe even as Assistant Professor I don't think there's any particular regimen that qualifies one for the position of Associate Dean or Assistant Dean. |
| JSP | Did you have any expertise that you thought would help you in your new position? |
| ES | Yeah I guess I felt, well Conley felt at the time, that I had a lot to offer or he wouldn't have attempted to recruit me here. On the other hand, in the sense of my coming and assessing the position [and] in my estimate of my ability to contribute? Yeah I would obviously say that my presumption was that whether it be brute force work dedication or what have you, I think that for the most part, the discipline of the degree - previous experience, there are probably very few things that I would not at least try and feel that I had a reasonable chance of success with hard work and application. There's probably a word for that [laughter]. |
| JSP | What is it? |
| ES | Probably egotistical [laughter]. Conley probably suffered from the same disease [laughter]. |

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| JSP | How did you know Dr. Conley? |
| ES | Oh we taught together at Seton Hall. Conley was a Princeton graduate and was a professor at Seton Hall so we worked together there for about four or five years. |
| JSP | And he came directly from Seton Hall to Wright State? |
| ES | That's right. Yes. He came as chairman of Chemistry. |
| JSP | When you were recruited to come to Wright State, what was the process? Did you follow the normal pattern of visiting here and going through a search committee? |
| ES | [Laughter]. At the time I would say yes I was brought out and - was there a search committee for the job? I'd have to say today, not as far as I know, but I did interview with people here. I'd say it's more that Bob Conley decided that he wanted an Assistant Dean-he even decided that he wanted Ed Spanier here and I think he sort of drove that process, but it wasn't apparent at the time. |
| JSP | Who did you interview with when you came here? |
| ES | Conley, Spiegel, folks in chemistry like Dave Karl, Rubin Battino- |
| JSP | So was the chemistry department- |
| ES | Basically the Department of Science and Engineering in the Dean's office |
| JSP | The provost's office? |
| ES | Correct. |
| JSP | So you came here with an appointment in Chemistry? |
| ES | Correct. And the Dean's office. |
| JSP | The Dean of Science and Engineering? |
| ES | Correct. So the appointment would be Associate Professor of Chemistry and Assistant Dean in the College of Science and Engineering. |
| JSP | What was your area in the College of Science and Engineering, administration? |
| ES | Without really sort of a title, without portfolio and that there were not at the time Assistant Deans for X., Y., Z., just an Assistant Dean. There was quite a collection at the time. There was at least one other Assistant Dean in Science and Engineering, Krishan Gorowara from Mathematics. |

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| JSP | And - |
| ES | And Lois Cook. I shouldn't forget Lois Cook, I'm sorry. |
| JSP | And what was your task when you came in here? |
| ES | Since you walked in here Conley said we're going to deliver a proposal to the General Assembly by the end of January-I'm sorry the end of December, by essentially New Year's Day. Which was what I was recruited for in a sense as well, I knew when I came what the objective was. There was no particular assurance of course that this thing would come to pass. Nor was there any assurance really that I'd even have a job after a year or two years. |
| JSP | Isn't that kind of a risky? |
| ES | Shows what happens when you're young [laughter] with a wife and two kids. Yeah essentially packed up and moved miles away. Gave up tenure and a sure stable job in an area where I'm close to not only in-laws but my own family. In hindsight, yes I guess it does say something. I'm not sure that if I had to make the same decision today that the answer would be the same, but obviously the fact that I came here-it was a risk because it wasn't a sure thing. In fact this was not the first proposal; this was with the second cycle. So it failed the first time and I was to believe that this relatively young institution in Dayton Ohio would be successful in developing a new School of Medicine. The whole thing again in hindsight is sort of an improbable scenario that when one looks at in a rational logical fashion - it's a bet. |
| JSP | What were things like when you came here? What was the status of the progress of the development of the School of Medicine? |
| ES | When I came in we had money from a study that was provided by the General Assembly. It was local money made available I think [through the] efforts of the Montgomery county medical society. We had the previous study document which was several years out of date. It was Conley, Ed Spanier and probably sort of one secretary, Julie Sniles who was Conley's secretary and a part-time secretary. The three or four of us were to do a proposal. |
| JSP | What was that tie into the medical society? |
| ES | I think there's a long history going back to the late 40s at the end of the second world war where the medical society felt that it was desirable or necessary or appropriate to place a school of medicine in the Dayton community. So I think that the medical society have long been an advocate of the school of medicine being placed in the community. |
| JSP | What did you use as the basis of your work for the second proposal? |

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| ES | <p>While the first document of course provided a general guideline, on the other hand, in that it wasn't successful, it really cannot be utilized by simply updating the document. The question really was widely stating real need for a medical school. Why does Ohio really needed another medical school? What are the economic costs of that? So what we essentially sat down to do was to effectively consider several arguments for the school and the need for the school and then to consider the arguments on the other side or to recognize them. Why would they need another school, why it should be Dayton, and so on. And effectively tried to construct a document that attempted to speak to those points to demonstrate the capability of Wright State to [indecipherable] the program and to essentially generate or produce a budget or plan which we felt would be reasonable with respect to operating a school of medicine in this community.</p> |
| JSP | <p>Why had the first plan failed?</p> |
| ES | <p>I can't really respond to that. I would say my guess would be, the time wasn't right. And I guess naïvely when I came, first really embarked on what might generally be categorized as administration, I would believe that goodness and might and right would prevail. After some 10, 15 years of experience that doesn't necessarily sell. So it's a matter of marshaling the right resources, community support, much like a marketing exercise and maybe having failed the first time around we were smarter, more efficient on the second attempt. I think the arguments obviously with the same. They were even weaker in 72 and they were in 68-69. So I would simply say the greater efficiency, maybe harder work, smarter people, more support, the timing right.</p> |
| JSP | <p>What did you keep from the first document? What did you discard from the first document?</p> |
| ES | <p>From my perspective the second document was essentially totally redone. So in the sense of keeping something from the first document I'd say from my perception we kept nothing. Concepts maybe, but not words or language.</p> |
| JSP | <p>I'd like you to think back and describe the three possible areas that you saw when you first came into right state, the Dayton community, the right state community, the University community and the new state process. How did you view events in those three areas? Let's start off with the community how did the community generally view the medical school?</p> |
| ES | <p>Well again community I think we perhaps have to separate into several portions the medical community. [The] Dayton community I would say I saw them as very supportive obviously and that the medical society was committed to the program and it had been an advocate for probably two dozen years. Clearly I think they was a motivator, driving force. Looking at the press again I'd say the press in speaking for the community was supportive. Most of the local representatives, folks that came from Columbus, I think they were supportive. So I don't really recall any indication or recollection of, in the Dayton community, of any negative factor. If you look at the institution, it's not really that apparent that the institution had a focus or decision at the</p> |

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| | <p>time recall Golding had resigned as president therefore we were coming up with Fred White as an acting president [during the] search. I'd say when we spoke with the faculty, the sense in the faculty was probably a skepticism. Probably also a doubt as to the feasibility of it. Probably also some negative feeling that a new medical school would consume resources that were needed other places in the institution, effectively something that we couldn't afford that again, would basically bleed the institution. The Ohio, the Assembly, the other institutions, the governor basically felt it negative. I think the Assembly in that it represents let's say in the Dayton community or the Akron community, or the Columbus community: one can predict where there was support. Probably at best there was a feeling of neutralism. The other universities, particularly those with medical school schools, obviously would be opposed to a new medical school if for no other reason than to say that we might be slicing the pie into more pieces with the size of the pie remaining the same. Others maintaining that indeed there were sufficient physicians, that if Ohio needed more physicians than what we ought to do is increase the size of the classes at the existing schools. The governor of course clearly opposed to more medical schools.</p> |
| JSP | Why? |
| ES | Largely let's say on the basis of an economic kind of argument-the phrases were "We don't need another Toledo", which again at the time was rumored to have cost the state 125+ million dollars. |
| JSP | That was a new medical school being developed? |
| ES | <p>Correct. So Toledo was the most recent medical school and again apparently Toledo had been approved with some assumptions about cost and use of community resources in what was presumed to be a very cost-effective kind of program. Over time, as I said depending on how you counted or who you listened to, it was said to have cost in excess of \$125-\$130 million and the statement was made that we just can't afford that. At the time there were any number of study groups as well. The governor appointed a group for healthcare and/or various consultant groups running around assessing the needs. For the most part again I think Ed Lee out at Case Western probably delivered a reason report that spoke to productivity, need within Ohio and Ed said Ohio did not need another medical school. The governor's task force probably was a bit more critical in that it broadly represented the constituency throughout the state. And again the essence being of the recommendation was that medical schools were not needed. Recall also that in that time frame it wasn't just Wright State, it was also the northeastern sector of the state: Youngstown, Canton, were also lobbying for a medical school within the northeastern quarter. As well as some sense [from the state] osteopathic physicians that Ohio should really have an osteopathic school. [Also there] was the focus of the osteopath was primarily care, family practice, and in the driving argument for the rights the proposal was - So there was some feeling that indeed there should be an osteopathic institution and perhaps it should be placed in Dayton because of the proximity of Grandview [Hospital]. So there were forces and counterforces, various dynamics happening at the time.</p> |

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| JSP | Do you feel that Wright State was ready for a medical school when we started planning? |
| ES | <p>Again in hindsight probably no. Prospectively I'd say I don't really have any regrets I'd say it's turned out with Beljan and the faculty that we recruited, it's amazing the amount of progress we made in essentially what it has done for the institution. I think clearly the economic argument about the costs, that would it would be a drain has not come to pass and I think it's gotten recognition for the institution, probably has allowed us to make - gosh I don't know, a generation of progress in 10 years. On the other hand to stand back and say in '72 those fellows were terribly presumptuous to bring that kind of program to a school that itself was only 10 years old. Again in hindsight, it's amazing when you say those fellows were-the ideas that-they were egotistical and presumptuous and it was inappropriate and illogical to say really it probably should not have come to Wright State when measured in the traditional ways, but again no one ever said we were traditional or that we should follow the rules or that the game plan laid down by the bureaucracy which oversee the other institutions and again that made it so exciting. That here again, here is a need, here is an opportunity for a new school. Again I feel it was achievable and in my feeling at the time was that there was indeed a need. Despite the fact that demographic statistics or what have you would demonstrate that with the average maybe there would be enough physicians in the state of Ohio.</p> |
| JSP | With the planning team that you have brought in- yourself, Dr. Conley, the two secretaries- starting to work on the plan, what were the resources that you went into to establish your plan of attack? |
| ES | While we made some-we looked of course at other medical schools. Recognize also that at the time there was interest, or one of the driving forces on this thing was the talk about new federal legislation, public law, what subsequently became known as Public Law 92541. In other words, the Veterans Administration would support or provide assistance for the development of new state assisted schools. |
| JSP | Was that the Teague-Cranston bill? |
| ES | Yeah that sounds right. So again we talk with folks like Texas A&M who were also in the planning stage. We did retain some consultants, we visited folks like the AAMC, obviously looked at programs and the other medical schools to get a sense of what is necessary. How could that be structured, organized at Wright State. The model really was what is required for traditional education. Once you have some idea or have a model with respect to the program, it's fairly easy to crank through theoretical hypothetical curriculum. Fit staffing into laboratories, in that it generates budgets, what have you. I have to say again that exercise was, if nothing else naïve, but nevertheless there were numbers there. |
| JSP | Was there any particular thrust with the document that you wanted to produce? |

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| ES | Thrust in the sense of primary care, family practice, and I guess the other major component would be that there would be no major capital development, in particular there would be no hospital, were no beds associated with it. |
| JSP | Why did you come to that conclusion? |
| ES | I think if we wanted to build a hospital we would have literally been in the same mode as Toledo. And there would've been no way that that kind of program would have attained support from the general assembly. Recognizing projections or estimates are bound to cost a hospital, circumstances, be either the Health Planning Council, or the folks in control of the Dayton community at that time, probably would not have allowed, supported, endorsed the construction of another hospital. |
| ES | Why? |
| JSP | Again the issue of again at the time the Health Planning Council. That being attempted, still very reasonable job controlling expansion, utilization and accordingly I don't think the approvals would have been forthcoming for constructing another institution. The other problems, of course not problem, but situation, when one looks at Fairborn, in the physical proximity to Wright-Patterson one assesses the demographics of the surrounding area, I think you'll find, in the surrounding area I mean, usually within a 5 mile radius of Wright state, many of those folks have an affiliation with Wright-Patterson and accordingly there is a question as to whether or not there was indeed a need for a private freestanding hospital in the Fairborn community. I think the assessment might be no. Again because of the proximity of the base and the orientation of many of the folks in the community to the base. |
| ES | When you decided a large capital appropriation wasn't in order, a large teaching hospital wasn't necessary, where did you go for models of the dispersed model? The school of medicine, community-based? |
| JSP | Well again you're really a great deal. We looked a little at Michigan State, but again it was a fairly new concept at the time. If you look at the institutions that came along in the same timeframe, the same kinds of things as perhaps happened at Texas A&M, Marshall, Johnson City Tennessee. Many, if not all of those institutions essentially follow the same model. But in the context of looking around and saying, where do you have shared resources, I think maybe the best example is Michigan State, where again there was a shared resource for an M.D. osteopathic program. |
| ES | Or some of the major areas that you felt would provide resources for the growth of a medical school here? |
| JSP | Well clearly the physicians, the private practitioners indicated overwhelming support a willingness to donate their time to the program. We had after a fashion, quasi-pseudo kinds of contracts developed with the area hospitals, so again they were also willing to commit bed space to the program. And again in hindsight that was really remarkable |

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| | <p>that without cost or without any commitment of - the institutions would indeed provide those kinds of resources. Again as you undoubtedly know Miami University and Central State also expressed interest in participating in the program, were cooperating in, and at one point, there was a discussion of perhaps even a consortium to operate the medical school.</p> |
| ES | <p>Was the discussion of that in the first early planning stage that you were involved in?</p> <p>I would say yes. The sense of constituents who were involved in, clearly in a sense of what shall we say the political process at the time, the entry of a medical school, was a fairly difficult, fairly competitive, and if nothing else each of these institutions had an interest making certain that their graduates would have access to medical school. So that surfaced fairly early on. I don't want to say it surfaced in September of 72, that I'd say in the fall, spring, of the year. Yes.</p> |
| JSP | <p>How did you interact with those two institutions?</p> |
| ES | <p>Well eventually we had a committee, began each of the-early documents we did not establish a consortium, but we did establish an advisory council where the two presidents, or really the three presidents were. At Wright state, Bob Tigris had the authority to appoint the Dean. There was also an advisory committee, was also appointments and faculty at the two institutions, and faculty at the school of medicine in various committees.</p> |
| JSP | <p>Was there any input from the two schools on your planning, in writing the document?</p> |
| ES | <p>They were the committee, yes. So they reviewed the document and -</p> |
| JSP | <p>Who is they?</p> |
| ES | <p>The committee? Bill Hanger from Miami, Charlie Moore from high Miami, Bud Williamson from Miami. That's after, what shall we say, initial discussions were at a higher-level. Bill Shriver president of Miami and Brown, the provost at Central, I want to say Lionel Newsom but that doesn't sound quite right to me. I don't think Newsom was president at the time. I have to look back and look to the document to verify it. But folks like - there was the Dean of science and engineering and Bill Johnson who is the chairman of the biological sciences - were spokesmen and representatives of Central State. I think after things settled down, Bill Johnson undoubtedly was probably the most active regular continuing participant.</p> |
| JSP | <p>How did the planning process work? Did you - two sides. I'd like you to answer that could you describe one of your days that you would spend on the planning process and second how would you get that planning process approved?</p> |
| ES | <p>Well the other principal - I guess I should mention, was Dick DeWall. I guess I should have mentioned him earlier, but Dick was, or is a surgeon was a Co-Director of the</p> |

project. So in the sense that of direct input, Dick was also of great assistance. Typical day [laughter]. Probably starting 7:30 – 8:00 am. Largely. Maybe looking at other catalogs, recognizing that when you work section-by-section, so if this section was demonstrating need, one might go through census data, looking at tracks, demographics, looking at other states in the sense of number of people certified in the middle school, schools - the populations in the surrounding area, with the age distributions. Look at Dayton compare it to Cleveland, Cincinnati, to Columbus or what have you, or Timbuktu. Look at the national averages for those kinds of- what shall we say- data. My contact people at other institutions, I remember we had some discussions with the geography department in Miami to get some data on census predictions for what is the population going to be like in 1980, 1990, 2000. If the expert at Miami agrees with official predictions out of Columbus, with the Department of Health, what will happen in population? So again, it was a vast amount of research data with respect to, again simple statistics. How many primary care physicians in the Dayton community, how many in Columbus, how many are graduated by the medical schools, where will they go? Attempting to, if you will, make the case for need here. Looking at physician availability in the inner-city. Look at physician problems in the urban community. One would then go through again the general areas that I mentioned, demonstrating need, anticipating cost problems or arguments from the other side that it's too costly, to look at what the other schools are doing. Attempt to essentially develop a model curriculum utilizing the area resources. Literally spend, I don't know, probably days in the car traveling around to talk to hospitals to brief them on our plans and to go through a series of iterations. How many beds can you commit to us? They in turn are interested in what specialties will you commit us. A give-and-take trying to again negotiate effectively contracts or understandings or agreements with the area institutions, with Central State, Miami, what have you. Then to look at cost in the sense of this curriculum, this program, run through classroom size space, what kind of buildings do we need on-campus? There was money, even for Biological-what is known today as Biological Phase I. Look at that and then begin to make arguments for Biological Phase 2, Med Sci Phase 1 and so on. Effectively then as the legislation went warm and cool in Washington again through that time period, again the need to go periodically or even regularly, probably, when we got to '73, to visit the other schools, again to develop overall not necessarily a strategy, but at least to develop lines of communication with the people in the VA in Washington who might be interested in support, or disinterested. The House committee on Veterans Affairs and so on. In the early days, activity largely probably would be quite parallel to a doing sort of a library-type of thesis, to say we want to develop an argument, essentially a chapter to address each of the major issues. We would then want to develop an argument that there are resources available to show that the area hospitals will indeed make beds available, to a survey instrument to make apparent that the area doctors are willing to donate time, and that we have a sufficiently qualified talent pool to it, we could underwrite the medical education program. And also to survey, within Wright State, who is interested, what kind of talent do we have on the university faculty, who would be interested in serving on the faculty of the School of Medicine. Approach folks like the Fels Research Institute, the Kettering research labs in Yellow Springs, Cox Heart Institute in Dayton, establishing again the interest and resources they bring to Dayton. Again I think the

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| | <p>bulk of the issue was anticipating writing a thesis based upon our assessment of need, developing a database to support our ability to create such an entity in Dayton, developing documentation to indicate that we had resources, brought in consultants to validate the plan where we used the deans of three medical schools, where they essentially would spend a day or two here and said you have a plan that is reasonable and the resources are reasonable to validate what these two presumptuous chemists with the assistance of surgeon effectively put together.</p> |
| JSP | |
| | <p>Who were the medical schools that were involved?</p> |
| ES | |
| | <p>My recollection, again I have to go back- I think we worked with Michigan State and from Indiana and Chicago, but again I want to express- [Mike Hunt] was one- speaking off the top of my head I don't recall the other two.</p> |
| JSP | |
| | <p>When you are involved in the actual day-to-day building of the plan, how much of it did you submit to the committee?</p> |
| ES | |
| | <p>All of it went to the committee. It was circulated, I can't or won't be presumptuous to say that they had done an accurate, precise, critical review of say a thesis committee, but again the committee had the opportunity to review it.</p> |
| JSP | |
| | <p>How much of it was Wright State's purview and how much of it was Central State and Miami? Who actually had the final say so?</p> |
| ES | |
| | <p>Wright State. The reason I have to laugh is, again, Central State and Miami were represented on the committee and again, many of those folks spent a great deal of their time, and again I would recognize as well that my perception is prejudiced from where I sat at the time, the fact that I think again Wright State carried probably the burden of the writing tasks as well as the economic costs associated with the development of the project, so again I am reluctant in a sense at quantifying. Clearly there were contributions and a sense of would I go so far as to say they were equal with the three? No</p> |
| JSP | |
| | <p>Now did the document go to the committee in one sitting or did they send you pieces back to be reworked?</p> |
| ES | |
| | <p>Again my recollection would be I don't recall any major reworks, again maybe suggestions or maybe review approval.</p> |
| JSP | |
| | <p>How politically independent was the process? How much of your efforts were known to the community?</p> |
| ES | |
| | <p>Wright State? The Wright State community?</p> |
| JSP | |
| | <p>The state community.</p> |

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| ES | That's a little difficult to assess as I was on the inside. One recognizes that we had state support, I think on the order of \$50,000 for the project. There was formal recognition that indeed we were charged with doing something, delivering a proposal and writing a report. So by that measure alone I would say there was foreseeable wide-spread recognition that indeed something was up. Whether they anticipated what I think amounted to a 1200 page report, whether they expected that much weight or [cubage] for their \$50,000, I doubt it. On the other hand part of that was possible again because of the county medical society. |
| JSP | Did part of the medical society see that report? |
| ES | There were several [society members] on the committee. So clearly DeWall. On the other hand there were officers and folks from the committee that, I'm sorry, from the Montgomery County society, involved in the committee. |
| JSP | When the committee had finally approved it, the document, where did it go from there? |
| ES | Well the final production and again I can't recall the run, we ran off several hundred copies, one copy to every member of the General Assembly. |
| JSP | So did it have to go through the Board of Trustees at Wright State first? Or Central State or Miami? |
| ES | No. They did not have to, not to the best of my knowledge. [Break in recording] |
| ES | -do you have the authority to give your president, or again who are you and why should we talk to you? And again they were right on, in that the folks who walked through the door by our standard portfolios it was not clear, really, that we had any business being in Washington, talking to the American Association of Medical Colleges concerning a school of medicine here. |
| JSP | Who were the two executive officers of the university before Fred White was appointed? |
| ES | It's not clear I think, my perception hindsight when going through board resolutions is maybe there was a vacuum. |
| JSP | Was there-to the Council of deans set up the thing-this proposal? |
| ES | I think again in those days things were much more formal. Whether there was a Council of deans I think commonly as a Dean probably indicated his colleagues that indeed we were developing a proposal that would go forward. Did anyone ever review the budget document - or attached, attached a document-not to my knowledge no. |

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| JSP | When Frederick Black was brought in as the new president did somebody brief him on the status? |
| ES | Sure. |
| JSP | Who did that? |
| ES | Dr. Conley. |
| JSP | What was the reaction? |
| ES | Well again we didn't sort of slip this out the back door, there is a clear amount of process what Dayton was doing, there were reports being issued about need, again I can't speak for Fred White but it wasn't a surprise in fact. Again Fred White had a copy of the thing. And I think Spiegel was provost at the time and he had a copy of it. So there were any number of copies throughout the institution it wasn't a secret document, wasn't something you could hide. What's probably relevant is, was it anybody's responsibility to endorse it, or did anyone have the authority to say that can't go out of here unless. |
| JSP | Exactly. |
| ES | And from my perception I didn't see anyone exercise that authority. We got together we packed it up and we went to Columbus. |
| JSP | What was the reaction, say from Dr. Spiegel, the provost's office, student affairs? |
| ES | We were doing what we're supposed to be doing, were trying to deliver the report so we delivered from my perception, reports to Columbus. |
| JSP | That seems mind-boggling almost. Given the current state of the university in the current structure. That something that important and that momentous could virtually slip out of the university to Columbus. |
| ES | Well again I'll begin with just that you have to go back and maybe assess also what this relatively new brash institution was doing at the same time. There were reports issued for doctoral programs that were sent out to Columbus. So if this went and that were the single example, I would probably have to agree. On the other hand, as I said, there was a glut of things that went, not from the institution, many of them being attributable to Bob Conley. Then again for maybe a strategic perspective if I wanted to have the institution grow in that timeframe the obvious thing maybe would be to say; okay, ship off one a month, and after we get two dozen out of them, or two dozen proposals out, or requested, whether for buildings or academic programs or what have you, we're bound to get some of them. The school of nursing again was developed in the same timeframe, we thought about a school of Law. There are many things. The only reason why the law school for instance didn't go for it is because UD announced they were going to open a |

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| | <p>school of Law. Had they not been there is a very good chance we would have gone of and written a proposal for a school of Law. That's exciting times, the game had changed. In some ways we were burdened with bureaucracy and democracy procedure and committees that would stifle creativity.</p> |
| JSP | <p>Wasn't there any organized means of inserting faculty input into the document? Did it follow the current procedure of the faculty committee?</p> |
| ES | <p>Not a clue. Again in hindsight, there was a Council of deans. They may have seen - they may have even debated on, again recognizing the population. We're dealing with two people, dealing with two bodies that start work say in August and he have to put together three volumes, 1200 pages, you have to write it, proofread it, that's in the days before word processors or fancy technology. I think we may have had some mad car typewriters. Having to cut and paste with scotch tape and rubdown sections on a piece of paper. So I sensed two bodies, writing, talking to the hospitals, negotiating, soliciting, CVs, resumes, from doctors talking to Miami and meeting with the committee. Basically the document, the assembling that volume of paper in the period of time, there wasn't a great deal of time for a process of, is this okay. I think largely it was very apparent that we need the support of the community and certainly they were involved, as we pointed out earlier. Were they involved in a meaningful fashion? Probably not in the context of committee involvement today. On the other hand if their names appear on the front pieces of the document and they were involved to the extent that they felt that they knew what was happening, where we were going, before the document was publicly issued or distributed, they were involved enough to feel that they've made a commitment to this project. But again a lot has happened. I think the institution has matured. We have more process. Clearly would not happen today. It could be good or bad I don't know.</p> |
| JSP | <p>So you finally got the document together in December. When did you actually get to it to the General Assembly?</p> |
| ES | <p>It was there before 1 January, I would say. I would have to look at the calendar, but I'd say 28th through the 29th, it was like Thursday or Friday, that's when it was there.</p> |
| JSP | <p>What happened to it after got to the assembly?</p> |
| ES | <p>Really not a great deal [laughter]. The assembly again clearly was not going to act on that document. Folks like Clara Wisenborn, other leaders from the area who had a stake or interest in it, were the ones that would drive legislation, see [indecipherable], and effectively make the compromise. The delivery of essentially a stack of 6 to 8 inches of paper on each legislator's task is more of a ploy, if you will, a selling tactic. To deliver that kind of paper they must have something down there. They must have community support, they must believe in it - again I think it's simply a more of a tool than expecting that the assembly is going to read the thing. In fact they may grouse about the use of state resources to produce such a thing, but on the other hand I think most human beings would be impressed to have a parcel of that magnitude show up on their</p> |

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| | doorstep. |
| JSP | What did you get after you'd mailed off the material to Columbus? What was your role then? |
| ES | Well it continued, because recognizing again we have the studies and/or groups appointed throughout the state, either to the governor's office or various committees. So there were questions from various quarters about the reasonableness of the model. Estimates, how did you get these numbers, the physician data in the sense of the population. Somewhat regularly, whether it be newspaper, or Columbus, or other institutions, there was someone to speak to, a position paper to get together. Again the VA legislation was working at the time, to talk to the other institutions. There were discussions, which basically occurred on a different level involving Conley, the president, and I'm sure the board, as to what position do we take with the proposal that was issued out of the northeastern corner, what is our position in respect to the osteopathic school, should rather Wright State be the osteopathic school? So again it was a fair amount of activity that continued on at a fairly intense level. |
| JSP | When the document got up there to Columbus and you proceeded to put the questions and the place, did you act as a spokesman for the university whenever anyone asked the question? |
| ES | I think Conley and then Fred White was acting president-those folks were really the spokespersons for the University, for the institution. |
| JSP | Did you have a regular teaching position while you are doing these other duties? |
| ES | After I-gosh-I think Wright State's rule-coming in as a associate professor I think there was - that I had to make a decision up around after two years. The dilemma that we collectively found ourselves in was that it comes up and I think Chemistry realizes. We have to make a decision and they have yet to give me a teaching assignment-they did and the bottom line is again based on one course for two semesters, you really can't make a decision, so I agreed. Brian Hutchinson at the time was Dean and I agreed that I would step to an adjunct position and given the time at some future date that I would go back and continue to do my more traditional things. To go from, how should we say, an Associate Professor to a tenured Associate Professor, somewhere in there, 12 years, 13 years have gone by. |
| JSP | What happened with Dr. Conley? |
| ES | Well again is this thing began to move on and develop more and more time. Conley was, I guess the word was promoted, from Dean of the College of Science and Engineering to Vice President and acting Director of Planning for Health Affairs. This also is the time frame of say 73 and again I'd have to research dates but Conley then left the Dean's office, and I was asked or told to go along as well and we went over I think as an associate director of planning for health affairs. So was essentially the two same |

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| JSP | <p>personalities moved out of the Dean's office and now effectively more or less devoted full time to the medical development- was still continuing interest in the nursing school.</p> <p>Well in the next interview I would like to take off where we left off here and go into more detail into where the process went from this point up until, and including the point, when Dr. Beljan and Dr. Kegerreis came on board. Thank you very much for this great session</p> <p>[End of recording]</p> |
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