

3-4-1985

Ms. Susan Williams interview (2) conducted on March 4, 1985 about the Boonshoft School of Medicine at Wright State University

Susan Williams

James St. Peter

Follow this and additional works at: https://corescholar.libraries.wright.edu/med_oral_history



Part of the [History of Science, Technology, and Medicine Commons](#), and the [Medicine and Health Sciences Commons](#)

Repository Citation

Williams, S., & St. Peter, J. (1985). Ms. Susan Williams interview (2) conducted on March 4, 1985 about the Boonshoft School of Medicine at Wright State University. .

https://corescholar.libraries.wright.edu/med_oral_history/61

This Oral Recording is brought to you for free and open access by the Boonshoft School of Medicine at CORE Scholar. It has been accepted for inclusion in Boonshoft School of Medicine Oral History Project by an authorized administrator of CORE Scholar. For more information, please contact corescholar@www.libraries.wright.edu, library-corescholar@wright.edu.

WRIGHT STATE UNIVERSITY
School of Medicine Oral History Project

Interview date: March 4, 1985

Interviewer: James St. Peter

Interviewee: Susan Williams
Interview 2

JSP	My name is James St. Peter and this is the second in a series of interviews with Mrs. Susan Williams, executive assistant to the Dean of the Wright State University School of Medicine. The date is March 4, 1985, time is 3:00 PM and Ms. Williams and I are in 110 G. of the Medical Sciences Building here at Wright State University
JSP	In our last interview we talk about your experiences in the medical school prior to the arrival of Dean Sawyer. Lets take the story from there. When did you first meet Dean Sawyer?
SW	In 1980 when he came up for interviews for the position of Dean of the school of medicine.
JSP	What are you doing at that time?
SW	I was still secretary to Dr. Beljan.
JSP	And in what context did you meet him?
SW	As secretary, with Dr. Beljan I worked very closely with the search committee.
JSP	So you were staff to the search committee?
SW	Yes.
JSP	What was your first impression of him?
SW	A very friendly man. Perhaps having some rough edges, not as suave as some of the other applicants we've had through but a very human person.
JSP	How many other applicants had you met up to that time?
SW	Perhaps as many as three people, we've had here for interviews.
JSP	When did you find out that he was going to be the choice of the committee?

SW	In the fall of 1980. I'm guessing around September or October.
JSP	What were your thoughts when you found out that he was the particular person who's going to be coming in as the new dean?
SW	By that time I had more or less made up my mind that I was going to apply to the position of assistant to the Dean and the thought that I had in my mind was ideal. Very assured that I can work with this man. By that time I'd had enough contact with him to begin to feel comfortable.
JSP	What was the nature of your contacts between the time you first came in contact of a candidate and you had-
SW	Telephone conversations, some dictation I'd done for him and just general conversation of a business nature within the office.
JSP	When you applied to the position of the executive assistant to the Dean Village you applied to-
SW	Regina. Regina was accepting applications for the position and screening them for interview.
JSP	Who did you interview with -
SW	Dr. Sawyer.
JSP	Do you know how many applicants there were for the position?
SW	Yes, there were I can't remember the exact number, but there were a great many. Both from within the university and from outside. I knew about the number of applicants, an excessive number of applicants, because again I also staff to that search
JSP	Describe to me what your interview with him was like.
SW	I was nervous. I was confident. Mainly I was confident because I knew I could do the job. I knew that I had worked in the position I'd had long enough and had learned enough during that time that I could be of value to the school in that position, in the assistant to the Dean position. So I was nervous. He put me very much at ease. He was a very warm person. One of the things I remember most about the interview is that he said to me I'm a very difficult man to work for and I didn't believe him. As I said he put me at ease and I came away from that interview with a good feeling, afterward passing Regina's desk on my way to my own desk and looking at her with a smile, she knew I was nervous. She had done what she could to alleviate that nervousness and I remember after the interview looking at her with a smile as if to say everything is okay I made it through.

JSP	How long after that did you find out that you had the job?
SW	About two days later, Dean Sawyer had other interviews after mine, he had some interviews prior to mine.
JSP	When did you actually assume the responsibilities and duties of executive assistant?
SW	I actually assumed the responsibilities, I don't remember the exact date, I remember it was not long after the interviews, I remember the remark - I actually assumed the responsibilities - when health affairs physically moved from this building, I remember the remark being made at one time that we now have two assistants to the Dean. Regina carried that title as well as the assistant to the president of health affairs.
JSP	How long did she carry that -
SW	I think until the first of the year, it was just a formality.
JSP	What was your first day as an executive assistant like?
SW	Very much like what I was doing prior to assuming those duties. I still did Dr. Sawyer's dictation. By that time I was a one-person office. I had no secretary to work with me. We had still not employed any receptionist at the front desk after Joanna's death. We were using students and whatever employee we could catch with a little spare time to answer the phone so my duties didn't change a great deal right away. Except I perhaps assumed more responsibility. I did all the telephoning, office running, all dictation for Dean Sawyer. I worked many hours I worked overtime, came in early.
JSP	How long would you say your average day was?
SW	9-10 hours.
JSP	That's a lot of hours.
SW	It was a very fast day. The time was gone before I knew where it went. I was thoroughly enjoying what I was learning. I was finding that I knew that even though I knew a great deal about the job I still have a lot to learn.
JSP	Did the official job responsibility, the position of the executive assistant did that change when Regina left and you came on?
SW	Two points because I began to pattern my activities according to Dean Sawyer's mode of operation and his was not the same as Dr. Beljan's he was not quite so rigid.
JSP	Let's go from there. Lets - I would like you to compare and contrast the styles of Dr. Beljan and Dr. Sawyer. In what ways were they similar, in what ways were they

	different?
SW	Okay I'd like to digress just a little bit. Back to a question of the last interview about some remarks I've made about the system being hierarchical and at the time I said no I don't think that was it. And I thought about it since then and I think yes, there was a great deal of that?
JSP	What do you mean?
SW	The chain of command from the Dean down through the department chairman and the program directors to his assistant to his secretary - Dr. Beljan, yes and I think that still exist to a certain degree and I think it has to exist in an office environment such as we have. However now that I've said that, I'd like to go back where we were. Dr. Beljan, as I said, had a rigid somewhat rigid mode of management. His ideas work for him but I was not privy to his thoughts. He is a very private person. I knew what he was thinking indirectly through the dictation I did for him, but he didn't sit down and talk to me and say I'm going to do this and this and this because - he might have done it was Regina, he did it with his department chairman and program directors, he didn't have a reason to do it with me. When Dr. Sawyer came on board as Dean, all at once I was thrown into the position of listening. Another thing Dr. Sawyer said to me during the interview was that he was looking for someone who could almost be his alter ego, who could read his thoughts and act without asking. He made this easier for me to accomplish or get into by being open and sitting down and talking with me about his way of thinking. Many times he would include me in meetings with his associate or assistant deans. Right away he had me take minutes. Executive meetings up until that time the minutes had been taken by one of the members of the executive committee meeting, one of the voting members. The department chairman and program directors accepted my presence and became very comfortable and are very comfortable with me. Dr. Sawyer's style of operation is different from Dr. Beljan's, his values and Dr. Beljan's values are extremely similar.
JSP	What do you mean?
SW	They both demand excellence and are intolerant of anything except excellence. They are intolerant of shoddiness in work and expect each person to give the very best that they're capable of giving. And are extremely impatient when that doesn't happen. They are both idealistically, they're both idealistic, they both have the best interests of the school, of the University at heart. They are both very loyal to their superiors.
JSP	How are their style different?
SW	In relation to me, and that's basically where I can speak with the most knowledge, there was a definite dividing line between what I was here in the office, and what Dr. Beljan was. I knew that there were certain boundaries that I couldn't cross. If I had apprehensions about something I had to do or was uncomfortable doing it with Dr. Beljan. I never felt comfortable in going to him and saying I've got a problem and I

	<p>need you to help me solve it. That was not one of his duties, there should be other people in his operation that could take care of things like that. He didn't want to be bothered. If I disagreed with something he said, well I certainly wouldn't have told him about it. With Dr. Sawyer, if I disagreed with the man, I can say it and many times I voiced my opinion without really thinking about it or thinking about the consequences. If I have a problem with the office, with the work, he's the first person I would go to. He may tell me, that's not my problem, you go out and solve this, that's your problem, as the assistant to the Dean, but after he said that he would think for a minute, and say that here are some thoughts you might want to consider. So he helps me be whatever I am.</p>
JSP	<p>What about an area like concern for his privacy? Which was the more private person?</p>
SW	<p>They're both private people. Dr. Beljan guarded his privacy more than Dr. Sawyer. I think Dr. Sawyer is a very private person with some individuals, perhaps those he doesn't know well or perhaps with those people he may think less of than others. Dr. Beljan was private with, it appeared to me that he guarded his privacy, with everyone, I am not really sure what you're asking me.</p>
JSP	<p>What about the area in dealing with the public? Compare Dr. Beljan with Dr. Sawyer.</p>
SW	<p>Dr. Beljan was very conscious of political aspects of dealing with the public and there were many times when he would take perhaps personal affront from news media: both television newspapers, if whatever was written or spoken about him wasn't flattering then he down, is very hard to deal with. Dr. Sawyer was very cautious with the media but he has, it's almost in-born into him even though he's cautious, he has to present them with the full picture he has been brought with them. Dr. Beljan would tend more to hedge or hold back or give them just enough for a story</p>
JSP	<p>How about dealing with the faculty and staff?</p>
SW	<p>I think initially when Dr. Sawyer came one of the first things he did was have a meeting with the entire building faculty and staff. Those of us who are housed here from the top the associate deans down to the clerks. And his ability to talk to all people at their level really brought a lot of positive thoughts all of us. A clerk, steno type, his secretary once, had very little contact with Dr. Beljan, stood in awe of him much as I was in the beginning. He had the ability to intimidate them. He gave them perhaps the feeling of not seeing them as human beings, but as objects. Dr. Sawyer went into that meeting, meeting everybody as human beings and saying I'm glad you're here over the next few years we'll work closely together- he would use your first names - and he proceeds to do that. The faculty was another story or were another story - chairman of the department, chairman and the program directors, had been used to Dr. Beljan's dynamic form of management where he knew at all times what each department program was doing and whatever each department program did, it was only with Dr. Beljan's approval. Dr. Sawyer came on the job, instead this is your department and this is your program and I want you to run it. You don't have to come to me with everything, you</p>

	<p>do keep me informed, but don't ask me. Solve your own problems, do your own thing. You're managers. That was hard for a lot of department chairman and program directors to take because they worked so long in the other mode and if they have problems the first person they came to was Dr. Sawyer - how do I solve this, how do I it. And I remember going through this learning process too. I get a telephone call, I take the information, go to Dr. Sawyer, and his question was, what do they want me to do? And he had to educate me to say to the department chairman and program director, how would you solve this problem? What would you suggest Dr. Sawyer do? Come to him with your solution don't come to him with your problems. It has taken until - probably until now to get program directors and chairman and faculty to go about solving their problems, instituting new programs, in this way without first making sure that the Dean is going to approve. And I think we've all grown for it.</p>
JSP	<p>What about the relationship between the Dean and those above them?</p>
SW	<p>His superiors?</p>
JSP	<p>Compare Dean Beljan and Dean Sawyer.</p>
SW	<p>I think Dean Sawyer is such a manager – such a tremendous manager, that some of his superiors looked to him for advice and leadership. I think they see him as a very strong, influential member of the team and I think that's not always easy for them to accept I think he has a very good working relationship with his superiors. The communication channels seem to be open. When he has a problem or questions, when he needs to talk with them, he can get to them by phone, by the same token he's always available to them. Is always a little bit of -</p>
JSP	<p>How would you characterize his leadership and the executive committee?</p>
SW	<p>Definite leadership. He's able to run that meeting. If dissension does, and in groups that large they do, he is able to quickly analyze the situation and decide if the dissension needs to be aired and if it does he lets it run its course. And I've seen entire meetings taken up with dissension running its course and a lot of problem solving being done. I've also seen dissension nipped in the bud so to speak if he feels the executive committee is not the place to let that particular item come out, but he does it in such a way that there is no offense. He runs the meeting tightly but there's a great deal of flexibility there. And his department chairman and program directors are finding more and more, that they can speak their mind without fearing retaliation of any kind. He seems always willing to listen it doesn't matter whether or not he agrees.</p>
JSP	<p>Did you still fulfill staff functions in the search process for replacing faculty department chairman?</p>
SW	<p>Sometimes. Usually the initial screening and staff functions are done in Dr. Lindower's office or Jack Grove's office - will we get down to the point of seriously looking at one or two candidates. Then usually the search moves into our office. I set up the interview</p>

	schedule.
JSP	Do you have any leads on functions after the candidate gets here? Do you take them around to the various offices?
SW	Sometimes.
JSP	As far as your responsibilities, could you find yourself doing as much screening as Regina did?
SW	Screening in what way?
JSP	People for the Dean's office.
SW	People for the Dean's office?
JSP	Yes.
SW	I think perhaps I do more for Dr. Sawyer than she did for Dr. Beljan.
JSP	Why is that?
SW	Just a difference in style. There were seldom any questions about appointments for Dr. Beljan. If someone called and wanted an appointment with him, then that appointment was placed on his calendar. Dr. Sawyer has an awful lot of appointments, as did Dr. Beljan, however we do more screening, we try to get more information for him to have for that appointment. Dr. Beljan might go into an appointment cold not knowing what a person wanted to talk to him about. Dr. Sawyer rarely, if ever, does that. Either he knows already what someone is calling for an appointment about or may say to us so-and-so is going to call. Or, I've learned through the years not to go into an appointment with him without some background information for him because his question is always why do they want to see me
JSP	Where as Dr. Beljan would see anybody?
SW	Uh-huh. Pretty much.
JSP	What are some of the quirks that Dr. Sawyer has? Every supervisor or superior has a quirk or two. Are there any idiosyncrasies that come along with working with Dr. Sawyer?
SW	Well, he has a well-known temper and that temper has been heard throughout this building a number of times.
JSP	Was that Dr. Beljan?

SW	Dr. Sawyer's temper is volatile. Dr. Beljan's temper was within. Dr. Sawyer's is out in the open.
JSP	When he gets mad everyone knows it?
SW	Everyone knows it, right. But his anger is not directed towards people, his anger is directed toward situations - that he can always do something about.
JSP	What do you mean? Give me an example.
SW	Okay let me think for a minute of that example and this, I'm being choosy in my examples. The one example that sticks in my mind is that we have a lot of meetings in here. Coffee service soft drink so forth. Our food service people had a tendency to leave coffee cups soft drink cans dishes so forth in here and not be cleaned up for the next meeting Dr. Sawyer had voiced his dissatisfaction with that situation several times to me. I had in turn talked to food service saying, when I call you and ask you to clean up, it's time to come. Nothing happened. Things weren't getting done. One morning I came in from work and there was a great wet spot outside the door here and people were a little subdued and quiet, with kind of smiles upon their face, but still subdued. And I found out later that Dr. Sawyer had come in early, as he always does an hour or two before I make it usually, and got ready for a meeting in here and found that the evening's -previous evenings dishes and everything were still here and hadn't been cleaned up. He proceeded to pick up the dish with water or ice in it and - whatever coffee hotplate and took it outside the door and he dropped it [laughter]. And that got the message through that nobody had been able to get through previously. He tends to use his temper to get action when action is hard to come by.
JSP	Are there times when you know to stay away from him?
SW	There times when I realized he's perhaps introspective. Something may be bothering him and he's working his way through it and he really doesn't have time to chat or be friendly. And yes I do my job and talk when I'm spoken to.
JSP	Are those the times when you keep people away from the appointments?
SW	Oh no. I don't keep people away from appointments. I don't want to give that impression. I schedule people for appointments, he sees everybody who needs to see him. When I screen his appointments, many times I question them, just by the answer to my question, that tells me that these people really don't need to see the Dean, they need to see somebody else and I channel them to those people. But I know when he is in that kind of mood and something comes up that needs his attention, then by all means I make sure he knows it and he takes care of it
JSP	Do you keep all of his appointments?
SW	Yes. Sheila helps, but in the end it comes back to me.

JSP	What is he like when, say the times when the LCME is here?
SW	I've only been through one LCME visit with him and that was one of the nicest experiences I ever had.
JSP	When him you mean -
SW	It was very upbeat. Well I've been through a lot of LCME visits they've been a tremendous amount of work, preparation simply because of the nature. They are our accrediting body they tell us whether or not we can continue to be a medical school people tend to become very uptight. They are very careful about saying or not saying the right things and usually during the whole time the team's here. There are a lot of intentness; is everything going all right, are we okay, have we said the right thing with this visit? Dr. Sawyer did a lot of indoctrination. He started early, he told people what he wanted in the database what he expected the database to be - when information came in that did not meet his criteria it was sent back and the person was told to rewrite, redo, get it back in. He met with his management team several times to tell them what he wanted for the team. Where he wanted them, how what he wanted them, for them what kind of transportation he expected, where he wanted them to go, who you wanted them to see, and all this in mind that the schedule has to be finally approved by the site team itself early on. We had a schedule put together and it was sent to the team. They sent it back for revisions, we honored those revisions. By the time the team came here everybody knew what his or her job was. We knew that if the team asked for things that we hadn't anticipated, there was no question, we got them for them. Students had been indoctrinated, staff had been indoctrinated, Dean's department, chairman, secretaries, we all knew what to anticipate, what to expect by the time the team got here. We were ready for them. All we had to do was follow the Dean's leadership and make sure his instructions were carried out, the team was happy, there were some niceties that were done for them.
JSP	For instance?
SW	For instance we rented vans to haul them around the city. And prior to that time teams have been hauled around in private cars. We had a suite for them at the hotel, we had a room for them to use and they didn't have to meet in one of their own private rooms. We had a room here for them to meet in. We had a secretary at their disposal. We made sure they knew where the best restaurants in town were for their dinners. We just made their visit to Dayton as pleasant an experience as we could. Without, well it's my understanding that one doesn't buy, doesn't buy drinks for an LCM team member for instance. We wouldn't host a dinner for them. They prefer to make their own plans after they worked during the day. In other words we didn't give the impression of buying their favors but we did make sure they were comfortable.
JSP	What were your responsibilities during an LCME visit? Do they come and check your section?

SW	No. Not as part of the visit that would of course be handled through the team. They meet with him. I was just a staff person that was here in the Dean's office if they needed anything. Dr. Sawyer's words might have been, Mrs. Susan is here if you need anything from my office, she knows where everything is and can get it for you. And I was more or less on-call for anything they might need- a bottle of club soda to get an ink stain out of somebody's tie. I got a bottle of club soda, just things like that. Old records if they needed old records from years past - I knew where those, where I could get them.
JSP	Did his manner change any between the LCME visits?
SW	No. He was very pleasant, relaxed. I'm sure he was apprehensive, he wanted this to go well, but the apprehension didn't show through.
JSP	How does he react to depression?
SW	Are you speaking about pressure to get a job done?
JSP	Let's say yeah, let's say that first?
SW	Okay.
JSP	A deadline or something.
SW	A deadline?
JSP	Yeah.
SW	If it's a deadline for something he doesn't really want to do, he'll to procrastinate till the last minute. Then he'll settle down and get it done, work furiously and get it done.
JSP	What about a sudden crisis situation for instance the financial issue the school went through?
SW	Okay he right away begins to put his management team together, his associate deans. He sits down with them, he says this is what we're facing now how are we going to solve it and he proceeds to think out loud and he proceeds to pick the brains of his leadership team. He's very calm about a crisis. Calm to the point that we have this facing us now, we've got to solve the crisis, get on with it, he doesn't take time out to play ain't it awful.
JSP	You mentioned a management team. Is his management team pretty much the same in all situations or does it change?
SW	As far as running the school?

JSP	Is it one management team that he- in other words, is that the executives committee, is that his management team?
SW	No. That's his second management team his management team would be his associate deans; Dr. Suriano Dr. Lindower, Jack Groves and [unintelligible].
JSP	Okay so those four people are his group. Did he bring -
SW	Right
JSP	Are these the same as the ones for the LCME visit?
SW	That's where it begins. And then he may branch out, he may bring other people in for the LCME visit. There was Bobby Cunningham, myself was here, Jane Dreever I think was here, in the end Ruth had left. Steve Peterson, Dodd Janssen, that was about it.
JSP	For instance during an LCME meeting what is the pattern of the management team? Do they meet often as their regular -
SW	That particular, that initial management team, his associate deans, tries to meet at least once a week and usually that meeting is two hours long.
JSP	Do you take minutes during that meeting also?
SW	No. That's strictly Dean Sawyer and his Associate Deans. No minutes are taken.
JSP	Why is that?
SW	I think because with that group, with that small group, they are able to bare their souls so to speak. They aren't inhibited by a larger group or people they aren't inhibited by having to watch what they say or do or how they say it. It's almost like a close-knit family, perhaps even some behavioral modification takes place within -
JSP	What do you mean?
SW	If for instance an associate dean is not performing up to expectations, this is an opportunity for the family to say - they have a family council now you did so-and-so, why did you do it, what can we do to help you work through this, you're not going to do it again are you?
JSP	Did you ever see some of this take place during the times when you were on the management team?
SW	I've never been on that management team. I've never seen it take place however I know that does happen.

JSP	How well does Dean Sawyer take advice?
SW	He takes advice extremely well. He listens and he thinks thoroughly. He thinks before he acts except when throwing dishes on the floor. And I suspect he did some thinking before he did that [laughter]. I said that he has a temper and that he may blow quickly and then it's over with. Even with that he never stops thinking or planning. He takes all advice and he mulls it over and decides what course of action he should take. He's very quick to cut through red tape and I think that sometimes that's been difficult for some of his superiors, who are so enmeshed in red tape. He seems to see the problem and go right to it instead of branching off and taking side trips to get to the heart of the matter.
JSP	How does he relate to students?
SW	They seem to love him.
JSP	Why is that?
SW	Because I think he takes their hand, tells them to come on and have a seat, how is your family, how are your classes doing? He's genuinely interested, he's not just giving them lip service, he's genuinely interested in the sense that I've seen students coming here angry, ready to do battle with the Dean, and they leave his office his friend.
JSP	So he's good at disarming people?
SW	Yes but he does it by making us see. He helps us think. He doesn't manipulate our minds, but those of us who aren't as quick as he is - he literally helps us think. He doesn't tell us what to do - is question, is given a set of criteria, what would you do, and perhaps he is able to give us a set of criteria that we haven't been able to see clearly. I think he does that with students. He's a magnificent teacher.
JSP	What do you mean?
SW	He believes what he teaches, first of all. He presents it so it's understandable and the fact that he enjoys doing this brings out the - is transported to the students. It's transported to me. He's the teacher of me also.
	[break in tape]
JSP	How do you feel that the Dean Beljan was perceived by the University community and how has that changed with the arrival of Dean's Sawyer, or has that changed?
SW	I think a lot of the University community saw Dr. Beljan as a threat maybe to the status quo. I went through the nursing situation with him and watched some of the agony on both sides. There were some things that Dr. Beljan wanted and he believed in them so deeply that perhaps the way he went about to get them lead people to believe that he

	would run roughshod over him to have his way.
JSP	Can you give me an example of those things that he might've done?
SW	He believed very firmly in the fact that the school of nursing should be under the umbrella of health affairs. He believed it because nursing is a health profession. However by that time things had gotten so out of hand. nursing faculty students thought that he was a threat - that he gobbled them up so to speak - they lose their identity. And those weren't his thoughts and all he was - trying to take something that was floundering and make it better, but in doing that he stepped on a lot of toes and caused anxiety in people. I think particularly the Dean of Nursing felt that he was after her job so to speak. She was a forceful personality too and felt that it was beneath her to have to report to -
JSP	Was this Dean Torres?
SW	Yes
JSP	Did that perception change when Dean Sawyer came on board as dean?
SW	Yes I think it did. I think that he and [Dr. Baloney] who was dean of nursing when he came had a very good working relationship. I think that she had had worked with Dr. Beljan long enough then to know Dr. Beljan's style and by that time, if I remember correctly, she was reporting to health affairs, she and Dr. Sawyer. And I think that there was some fear, not so much on nursing, but from other segments of the University that Dr. Sawyer would be as intimidating as Dr. Beljan had been. Dr. Sawyer for instance came in wearing a white coat. He'd been a department chairman and a teacher. Had never been a Dean and his style was to wear the white medical school coat to all of his meetings and I remember he came back from a meeting once, his feelings were hurt because somebody had said to him, you know you are intimidating us with your white coat and you shouldn't come to those meetings wearing that. And I'm sure this person was doing what she thought - he or she was doing him a favor in telling him this, but he was just - not devastated, but his feelings were really hurt. That there were so few - that as many important things as there were to be accomplished, that the fact that he wore a white coat to meetings bothered people.
JSP	Does he still wear white coats to meetings?
SW	When he teaches he wears them. In lectures. Otherwise no.
JSP	How has your outlook upon working for the medical school changed as you've gone up through the ranks so to speak? Compare your experiences with what you are doing when you first came here with what you are doing now
SW	I wasn't as self-confident as I am now. One of the reasons for it was I - it was so new to me I was very much out of my depth. I felt that all doctors were just short of God, the

	<p>school could do no wrong, and that if University didn't like what we were doing, then why didn't they step aside and let us get our job done? I changed my feelings much through the years because I now know the school, I know the University, and I know my job. I'm comfortable with it, I know the doctors are human, I know the school can't exist without the University, we're like any other school, we are part of it. We're good, we're not perfect. I'm very proud to be a part of the school. I don't think I would be happy working in any other college or school - as happy as I am here.</p>
JSP	<p>If you had to change or could change anything that has happened here, your experiences in the medical school, what would you change or would you change?</p>
SW	<p>I don't think so. I'd like to grow more, I'd like to grow faster. I wish I were smarter.</p>
JSP	<p>What would you say were the big - three biggest highlights of your career here at the school?</p>
SW	<p>Working for Dr. Beljan, knowing Regina Borum, and probably the most important one right now is having the working relationship I have right now with Dr. Sawyer.</p>
JSP	<p>Well I want to thank you very much for these interviews they have been very informative and very illustrative of the way the Dean's office works in the office, in getting around it. Especially when talking about the Dean, you been very frank and I appreciate that. Thank you very very much.</p>
SW	<p>Thank you</p> <p>[End of recording]</p>