

OREGON HEALTH SCIENCES UNIVERSITY HISTORY PROGRAM

ORAL HISTORY PROJECT

INTERVIEW

WITH

Mary Ann Lockwood

Interview conducted February 25, 1998

by

Joan Ash

SUMMARY

Longtime staff member Mary Ann Lockwood recalls the early years of her career in public affairs here at OHSU in this interview. Beginning with recollections of her youth during the Great Depression, she talks first about her early life and education. While pursuing her degree in journalism at the University of Washington, she began work in the office of student relations there. That led to a job with the admissions office at Whitman College, where she stayed for a little over two years. Moving on, she completed a one-year tour with the American Red Cross in Korea, providing recreation for American soldiers stationed there. On her return to Portland in 1956, she accepted a job as assistant to Joseph Adams, Director of Public Affairs at the University of Oregon Medical School.

Lockwood describes the nature of public affairs efforts at UOMS in the 1950's, recalling in particular the week in which Dr. Clare Peterson separated a pair of Siamese twins. She talks about Joe Adams and Dean Baird, and tries to explain how Baird, an admittedly private man, was motivated to develop the first office of public relations at the school. She notes that the effort to build the new Medical School Hospital on the Hill highlighted the importance of addressing town-gown animosities to build community relationships.

Lockwood witnessed firsthand many of the events surrounding the consolidation of the three Schools—Medicine, Dentistry, and Nursing—into a university in the 1970's. She talks about the first President, Lewis Bluemle, and some of the challenges he faced. She also talks about the transition from Bluemle to Acting President Dr. Richard Jones, and about differences in their decision-making processes. She talks about School of Medicine Deans Dr. Robert Stone and Dr. Ransom Arthur, contrasting their styles of leadership.

Finally, Lockwood brings the narrative up to 1978, when Dr. Leonard Laster became President of the University. She recounts stories of Laster's relationships with faculty and staff and discusses his management style. Finally, she explains much of the controversy surrounding contemporary efforts to obtain suitable housing for the President, noting that negative public reaction to the event was fueled by media exaggeration.

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Interview with Mary Ann Lockwood
Interviewed by Joan Ash
February 25, 1998
Site: [OHSU Campus?]
Begin Tape 1, Side 1

ASH: We are now recording, and I'm going to pull out my interview sheet, here, and ask you to start with where and when you were born.

LOCKWOOD: I was born in Seattle, Washington, in 1930.

ASH: Then, you saw some of the Depression. Were you aware of that at all?

LOCKWOOD: Oh yes, to a certain extent, yes. Absolutely. Because my father, during that period, held two jobs: he worked for a corporation, and they had to cut back on the hours, so he found another job. He did not want my mother to work, so she didn't. And, at the same time, they were—let's see, '28—he had built a house in Laurelhurst District in Seattle, and so the house had to be completed and the landscaping done, and things like that, so there had to be a way to finance that.

ASH: So he worked two jobs.

LOCKWOOD: Uh-huh.

ASH: And your mother was raising how many children?

LOCKWOOD: Just one.

ASH: Oh, just one. Do you think it had an effect on your education?

LOCKWOOD: Well—probably yes and no. I talked to people of my generation about it, and there was no question—but it wasn't a negative kind of thing. There was just absolutely no question that I would do well in school and I would go on to college. This was just not discussed. I mean, this was the life plan. And in that era, youngsters like I was, we all knew we were going to go to college.

ASH: So the Depression had no effect on that at all, except that your parents had to work harder?

LOCKWOOD: That's right. They were very hard-working people. The most amusing thing that I remember about the Depression is that my grandfather owned five acres north of Seattle that he had hoped to build on one day, and—this was my maternal grandfather—and he

had a large garden out there. In the wintertime he would bring his carrots and turnips and rutabagas and things like that, and I don't like rutabagas to this day, and I'm not really thrilled about turnips, either [laughter]. But other than that, my family was a family that coped. I guess that was the way I was brought up. You didn't complain, you just did what you had to do.

ASH: And you ate what you had to eat.

LOCKWOOD: Yeah. And I don't remember being deprived during that period. I do remember that—this was in an area in northeast Seattle, in Laurelhurst, and there was a wooded area next to my house, and it had pheasants in it. Poachers would come in and shoot pheasants every once in a while, and we ended up with a dead pheasant on our front porch one day.

ASH: Did you have it for dinner?

LOCKWOOD: You know, I don't remember what happened to it. I honestly don't. But other than that, no. My father had graduated from the University of Washington; my mother had gone part-time to the University of Washington, and continued—oh, golly. Let's see, we left Seattle when I was eight, I think, and she continued to take classes part-time at the University.

ASH: You left Seattle when you were eight?

LOCKWOOD: Um-hmm.

ASH: Very far away?

LOCKWOOD: Los Angeles.

ASH: Oh. So then you did have schooling in Los Angeles, including high school?

LOCKWOOD: No, just a year. My father was with Shell Oil Company, and so we were transferred somewhat frequently during that period, and we were down in Los Angeles for about a year, and then came back—wait a minute. No, we went to Morton first. Sorry. I'll give you a progression. First we went to a little town at the foot of Mount Rainier called Morton, a little mountain town, and we were there for about a year and a half. That was more difficult for my mother than it was for me. Dad was the manager of Shell Oil in that community. Then we went to Los Angeles, and then we came back to Vancouver, Washington. We stayed in Vancouver until I graduated from high school, because World War II intervened, and so Shell Oil wasn't moving people around at that point.

ASH: What high school did you go to?

LOCKWOOD: Vancouver, which is now Fort Vancouver.

ASH: And did you know what you wanted to do about college?

LOCKWOOD: Well, I knew from the time I was in junior high school that I wanted to do something in journalism.

ASH: Really?

LOCKWOOD: Um-hmm.

ASH: So when you were looking at colleges, then, then you looked at colleges for that major?

LOCKWOOD: Yes, and the University of Washington had a really very good journalism school. The alternative was Stanford, which wasn't in the budget, or Northwestern, and that wasn't in the budget. I had—my grandparents were living, and my grandmother then was living in Seattle, and I had an aunt and uncle living there, and it just seemed—and my parents had gone to the University of Washington, so it seemed logical.

ASH: So you majored in journalism. Then what was your goal for after graduation?

LOCKWOOD: Well, I took an education minor, and for a while I thought I might teach, but decided that that wasn't for me. And immediately—I didn't really—I thought about writing for a newspaper, and had done so. I had worked for the *Columbian* in Vancouver when I was in high school, as a number of us did. So I guess I thought, oh, maybe I'd find a job working for a newspaper; and I did a couple of interviews but didn't really work. And then—when I was in school, I worked in the office of high school student relations and just loved that. That was really very, very interesting, and we did a lot of things, we did a lot of traveling. So I spent a year working there after I got out of school, and enjoyed it. I liked the opportunity to meet high school students; I liked the chance to travel. And through that, I met a lot of the admissions directors from the Northwest colleges, because we all went as a group. Doug McLean from Whitman called one day and asked me if I'd like to come over there and work as the director of admissions, and I thought, well, why not. I mean, I was footloose and fancy-free, the salary was pretty good, I never lived east of the mountains, and Whitman was a good school, and so I said, "Okay, why not."

And the best part of that was that Doug McLean was—up until I met Leonard Laster—was the most demanding person I had ever worked for, so it was good training [laughter].

ASH: How long did you stay there?

LOCKWOOD: I was there about two-and-a-half years.

ASH: And when you say demanding, do you mean that he delegated a lot to you?

LOCKWOOD: Well, he was—he had *extremely* high standards, *extremely* high standards.

He also worked very, very hard. His work ethic was quite different from the man that I worked for at the University of Washington. I worked for a man by the name of Harold Adams, who was absolutely delightful, and demanding in his own way, but very laid back. Doug was just absolutely the opposite. He was hyper. He answered individually, and signed, every letter from a potential student, so he would mail an average of about fifty letters a day, all signed, all individually typed. And those were the days before electric typewriters, and so he had a secretary who was an alcoholic, and I can understand why.

ASH: Doing nothing but that.

LOCKWOOD: Well, no, there were a lot of other things, too—but he was enormously productive. He used his time well; he didn't get a lot of sleep; he was excitable and didn't always think before he spoke, so that he had—I stayed with him for two-and-a-half years, and that was the longest anybody had ever stayed with him, except this alcoholic secretary who couldn't find anything else to do. And she was a good typist when she was sober [laughter].

ASH: Then, what was it that instigated your moving on?

LOCKWOOD: Oh, I had gotten bored; I'd learned the job. And there was—I mean, Doug was not going to go anyplace, and I didn't see that there was any opportunity for me to grow any more in that particular job. And Walla Walla is a nice community, but as Doug's wife said to me, "Walla Walla is on the way to anyplace else."

So it was in the spring, and there were recruiters on the campus looking at senior students, and there was a woman from the Red Cross from San Francisco. I thought, well, gee, you know, here's a chance for a free trip someplace, and talked with her. I was about the right age, and I had a degree and three years working, and so they flew me down to San Francisco and decided that I—if I wanted them, they wanted me. So then I was flown back to Washington, D.C., for indoctrination, and then to Japan and then on to Korea.

ASH: Now, you said that you were in Korea after the war.

LOCKWOOD: Uh-huh.

ASH: So what was your role there then?

LOCKWOOD: Well, we worked in—I was head of what they call a recreational unit. There were up to—oh, at one point I think we had twenty-seven women, and we had a lot of—a great many troops in Korea, really doing not much. So the role of the Red Cross was to go in at lunch time or coffee break and talk to the men and—because some of them were extremely unhappy. They also sent to Korea during that period the young men that they couldn't find anything else to do with in the States, so it was kind of a difficult group to deal with. But there were lots of very nice ones. And they could not interact with the indigenous personnel, and it was just nice to see a woman—whether or not she was in uniform, and we always were in

uniform—and, as I say, have coffee with them and play Scrabble or something.

ASH: So you weren't doing your PR?

LOCKWOOD: Well, to a certain extent, because—I mean, it depends on how you define public relations. If you define public relations as reaching out to people and helping them understand and accept their situation, or understand or build an image, then, yeah, we were.

ASH: Did you enjoy the time you were there?

LOCKWOOD: It was fun. It was very challenging, very interesting. Got to meet very, very interesting people. As head of the unit, it was interesting because when we had any VIP guests, then I was usually trotted up and got to meet the VIP guests who came—Senator Kefauver came one time. I would have to go back and check other people who came, but... We interacted with the general staff of the unit, and I had a chance to go to the general's quarters for dinner, and things like that, on occasion. So, yeah, it was interesting, it was very interesting. Belonged to the officers' club: had an assimilated rank of major, in the event that we were ever captured by the Republic of Korea troops, because they were still pretty—the war was over, but there were still a lot of ROK troops around, and you never knew exactly what they were going to do. So wherever we went, we always had an armed guard.

ASH: Interesting.

LOCKWOOD: It was just fascinating, yeah.

ASH: Was there anything about it that you think helped you with your future work?

LOCKWOOD: Oh, I suppose an opportunity to interact with a whole variety of people, because we were talking—as employees we had Koreans who didn't speak English, for example, and, yet, you had to communicate with them. Meeting people at all levels, from the general and his general staff down to, you know, kids from the farm who didn't know very much and had had no experiences, and really didn't know why they were there.

ASH: Was it partly your role to explain to them why they were there?

LOCKWOOD: No. The army did that. It was just that it was—they were pleased to have somebody to talk to, share a cup of coffee.

ASH: So you were almost a counselor.

LOCKWOOD: Well, without giving advice, but the female role at that time was pretty important, because there were—well, when we were at strength, we were twenty-seven, twenty-eight women and about fifteen thousand men. That was about the ratio. So they were delighted to see us and talk with us. But there was—this is hard to explain, because people think, “Oh,

boy!” you know, “Wow!” No, it wasn’t like that at all. We lived in barracks that had a twenty-four-hour guard around it.

ASH: And you had bodyguards, you said.

LOCKWOOD: When we were traveling. Yes, we always went with—but that was not against our troops, that was against anything that might happen. Because the Republic of Korea troops were not as disciplined as our troops were, and you never knew what they were going to do, and whether or not there were guerilla factions, and things like that. So it was just a precaution.

ASH: What made you change again?

LOCKWOOD: Oh, the end of my—I had signed up for a year. You know, I thought I’d had enough adventure and wanted to come back, and came back to Portland.

ASH: Came back to Portland?

LOCKWOOD: Uh-huh.

ASH: But you hadn’t lived in Portland, you’d lived in Vancouver.

LOCKWOOD: No, but my father had been moved to Portland, to what was then Shell’s regional office, and they had a house here.

ASH: So you came home. Then what happened?

LOCKWOOD: Oh, I started kind of sniffing around for a job and got a call from Gerry Burns out at Reed College and talked with him, and Joe Adams up here and talked with him. Both of them said, “Look, we’ve got jobs open, and you ought to come up and talk with us.” Oh, and I guess I called—no, Doug McLean from Whitman knew that I was back, and he called me to ask me if I wanted to go over to Whitman. There’s a small network of people, and, you know, word got around that I had come back to the States, and they were looking for somebody that they felt was capable. Doug was always very positive, and so...

ASH: So you came here?

LOCKWOOD: Uh-huh.

ASH: It was Joe Adams who hired you?

LOCKWOOD: Uh-huh.

ASH: And what was his role at the time?

LOCKWOOD: He was director of public affairs. He may have been—Assistant Dean and Director of Public Affairs I think was his title.

ASH: Under whom?

LOCKWOOD: Dr. Baird.

ASH: So he worked for Dr. Baird, and you worked for him in what capacity?

LOCKWOOD: What they called then an informational representative. Did a little bit of everything. All of the publicity/promotional areas. We did news releases; we did a couple of magazines and worked for the alumni association and did some television programs—whatever came in the door, we did.

ASH: Can you tell me about Joe Adams?

LOCKWOOD: Well, he was very bright, intense. He came here from Gonzaga, where he'd worked for the legendary Father Dussault—I think he came directly from Gonzaga—and was creative and bright and hard working and a very interesting person. Extremely enthusiastic, had lots and lots of ideas. And when he came, the institution had really no program to promote itself.

ASH: When did he come? Had he been here a long time when you came?

LOCKWOOD: Well, see, I came in '56; I think he came probably in '49 or '50, maybe '51. Probably '51, I would guess. But trying to get a very tightly-knit community like this one to recognize the need to talk about yourself was very, very difficult. It took a lot of spade work on his hand to make it work, and he'd had a couple of assistants prior to the time that I came. But it was very, very difficult, very, very tough, because at that time—well, there are still many now, but not as many—at that time, doctors were very, very suspicious of anybody who wanted to publicize what they were doing. So, very tough.

ASH: And so it was your job to do that and to convince them why?

LOCKWOOD: Um-hmm. And Joe had laid the groundwork, so it wasn't quite as tough as it might have been. And there was also an attitude, not so much—well, among some of the physicians, but also some of the female staff members. My role was very, very different. I was the only person in the institution doing what I was doing, and there was the attitude that women were secretaries and nurses, and that's it, and anybody doing anything different was, you know, to be regarded with a certain amount of suspicion.

ASH: So I think what I hear you saying is that—well, obviously, nearly all the faculty were men, and...

LOCKWOOD: Let's see, in '56 Marion Krippaehne was probably on the faculty then, and she was a physician. Gwynn Brice Dockery was here. Laura Martin was medical records librarian. I can't think of too many—we had a head cashier and things like that, but I can't—there were not—

ASH: There were not women in administration or on the faculty?

LOCKWOOD: No, huh-uh.

ASH: And so you sensed that in your relations with people, they noticed that you were a woman [laughter].

LOCKWOOD: Yeah, and they had a tendency, initially, to think, "Oh, well, she's Joe's secretary." And for a number of years I was—in some quarters, I was thought of as Joe Adams' secretary. And, as I say, even some of the secretarial staff would refer to me as Joe's secretary.

ASH: Did this hurt you?

LOCKWOOD: It annoyed me in a minor sort of way sometimes. But what can you do about it? You're doing your job. And we were always so busy that I didn't—I wasn't hurt by it.

ASH: But aside from being personally hurt, do you think it hurt your ability to do your job?

LOCKWOOD: Not really, because one of Joe's very good qualities was that he always backed up his staff. And so did Dr. Baird. I can remember a time—this was several years later, and I'd have to go back and check the date, but we had a period of time—it was late fifties, early sixties—when we had the separation of the Siamese twins, and we were absolutely run ragged during that week. We had about four or five other things going on at the same time, with not quite that magnitude, but of great interest.

And the photo editor of the *Oregon Journal* called and read me the riot act because Clare Peterson and Joe and Dr. Holman had decided that in order to protect the twins—there was nationwide interest in this. This was the first time this had been done—in order to protect the twins, we would have only one photographer, and that happened to be Carl Vermillion[?] of the *Oregonian*, who would have a pool picture. The man who was the photo editor of the *Oregon Journal* called up late one afternoon, and we'd been up—each of us had been up most of the night, answering AP wire service telephone calls and radio stations from around the country. It was wild. And he called, and he read me the riot act, and he said, "I'm going to go to the governor and I'm going to go to the Legislature, and you're going to give us a photo," even though his editors had agreed that we'd do one pool photo.

Joe was gone, and so Dr. Baird was the only one there, and I—so I went down, and I said,

“I just want you to know that I had this call, and you may be getting some repercussions.” And he reached over to his telephone, and he said, “I’ll call—” whoever was the editor of the *Journal*. It was before Don Sterling, and I don’t remember. I said, “No, just let it go and wait and see what happens.” And he said, “Well,” he said, “you never, ever, as long as you work here, have to take that on the telephone.” He said, “You hang up.”

ASH: But he was ready to intervene on your behalf?

LOCKWOOD: Oh, absolutely, absolutely. It was institutional policy, and I was doing what the institution had decided to do. And I had told him very frankly what this fellow had said, and he said, “You don’t have to take that from anybody as long as you’re working here.”

ASH: Well, speaking about Dr. Baird, we have interviewed Michael Baird at length, and he said a number of times his father was not a public man.

LOCKWOOD: Yeah, that’s true.

ASH: And, yet, he was the one who hired Joe Adams to become a PR person. What do you suppose motivated that?

LOCKWOOD: Well, my understanding is—and Michael certainly knows far better than I—but my understanding is that when Dr. Baird became dean in the 1940s, he had a dream for this institution, and that was to modify the curriculum and to improve research and to improve clinical care facilities, and one of those things was a hospital.

Dr. Baird was—not a public person, but he was a very smart person, and he recognized that in order to build a hospital—and this was about thirteen years before the hospital actually opened—that he needed public support. *He* was not a public person, but he recognized that somehow or other he had to bring the community together. And you also have to recognize—you had said something on the phone about the town and gown battle—recognize that when Dave Baird became dean, the number of full-time faculty—and again, we probably could find out what the ratio was to volunteer faculty, but there were very few full-time faculty members and lots of volunteer people whose allegiances were all to their own hospitals—St. Vincent’s and Good Samaritan and Emanuel—and the building of a state hospital would be very threatening to them and to their practice and to the income of their hospitals.

ASH: So Dean Baird, recognizing this, was being proactive in gaining public support?

LOCKWOOD: I think so, I think so. He was a very, very smart man.

ASH: Interesting. Enough to put money out to hire Joe Adams.

LOCKWOOD: Uh-huh. And I think that his relationship with people like Travis Cross in the State System of Higher Education office—the State System had Travis—I don’t know at

what point Travis came, but certainly he was very active when I came. Travis worked for the State System and then worked for Governor Hatfield, and he certainly was a consummate public relations man, and so I think that that probably impacted on Dr. Baird.

And, as I say, he was very shrewd. He didn't go out much, but he knew by telephone just about everybody who was anybody in this state. People would call in for, not only medical advice, but general advice, which was the role of the physician at that time. "Now, okay, you take care of my health, tell me about these investments: shall I buy this piece of real estate?" [laughter]. But that's the role of the physician—*was* the role of the physician. I don't know that it is still, but it certainly was. And Dave Baird knew everybody.

ASH: Well, how did you and Joe divide up your responsibilities?

LOCKWOOD: He was the boss and I did what I was told [laughter].

ASH: Was there a job description?

LOCKWOOD: Oh, there may have been. Probably. I don't know, I don't remember whether or not there was. We just kind of did it. And we had a very good working relationship, so that, you know, once I had been here for a couple of years, why, he'd say, "Why don't you do that and I'll do this, and we'll meet in the middle."

ASH: But you cross-covered for one another?

LOCKWOOD: Oh sure, uh-huh.

ASH: So you pretty much did the same things, but...

LOCKWOOD: Well, he had the responsibility. I mean, if I blew it, why, then he was the one who had to take the flak [laughter].

ASH: It also sounds like you were very busy. Did you have support staff to help you?

LOCKWOOD: No. Just the two of us.

[End of Tape 1, Side 1/Begin Tape 1, Side 2]

ASH: ...television, radio, newspapers, wire services.

LOCKWOOD: Well, I'm trying to remember. There wasn't—in the very early days there wasn't much television, it was radio and wire services and newspapers.

ASH: Was the Medical School in the news very much then?

LOCKWOOD: It started to be, yes, because we were doing some things that were really quite interesting—the Siamese twins; we also had—

ASH: Now, why was the Siamese twins—why was that so unique? They'd never been separated before?

LOCKWOOD: These were thoracopagus twins, and they had, to our knowledge, never been separated in this way—or, twins joined in this way had never been successfully separated. So that was big news, *Time* and *Newsweek* and the whole thing. The same week, we did a kidney transplant. Dr. Hodges did a kidney transplant between twins; and there was a heart operation, and there was something else; a heart operation that had not been done on the West Coast before, and there was one other thing that—all in the same week.

ASH: That was the week that was.

LOCKWOOD: That was the week that was. It was an interesting week.

ASH: And there were just two of you handling it?

LOCKWOOD: By that time we had another person, Lee Penny, who had worked here before, had gone east, I think. Her husband was on the *Oregonian*, and Lee had worked at *Newsweek*, and so that helped, because she had some of the national contacts that we didn't have. So Lee was working part-time, so during the twins episode there were three of us.

ASH: It still sounds like a lot of work.

LOCKWOOD: Well, but, you know, you're young, and you just kind of take it in stride. Our attitude always was: if there's a job to be done, we'll get it done.

ASH: How did you handle the negative feelings from the community about the building of University Hospital? That was right about the time you came here.

LOCKWOOD: Well, see, the hospital opened—I came in October, and the hospital had opened in March or April, so that was really before me.

ASH: I see.

LOCKWOOD: But it continued for many, many, many years, because we had some department chairs who would not open faculty positions to community physicians, and that was a continuing source of annoyance to the community.

ASH: Was this partly because the Medical School wanted to bring people from the outside in?

LOCKWOOD: I don't know, but I know that in two departments in particular there was a lot of antagonism on the part of the community, and I think it centered on the department chairs as much as anything else. But subsequent chairs had a lot to overcome to build bridges with community physicians, and some of that still continues today. It's very tough, because there are these feelings that—I think that the two chairs in particular were skeptical, that the people in the community practicing every day in that particular specialty just didn't have the background, which is not—and sometimes said it.

ASH: Well, is that because the department chairs were looking for people active in research?

LOCKWOOD: I don't know. I just know that you had to deal with antagonisms on occasion.

ASH: And did you personally have to?

LOCKWOOD: Not really. That was at a different level. I mean, you would hear it, and you'd go to meetings with, oh, the OMA Auxiliary and things like that, and there would be, occasionally, some snide comments. And with the alumni, there would occasionally be comments that, well, we're not good enough for such and such.

ASH: And you were dealing with these groups? Was that part of your job?

LOCKWOOD: Um-hmm. Well, I worked with the Alumni Association from almost the beginning, because that was part of Joe's area of responsibility. So I worked with that group. And then, as we got bigger, we started in the late fifties the health careers days. Then I met with—there was a coalition of public schools and OMA Auxiliary and OHSU, and so I would go to their meetings and kind of be the liaison between that group and the Hill on planning the health careers days. And you do get out and about quite a bit in the role that I filled, and so you hear these things. There's not a lot you can say about it, when you know how a department chair feels. I mean, what can you do? There's not a lot you can say except, "Accept it." You can't say that's not true, because they know it is.

ASH: Well, how long were you in this position with Joe Adams?

LOCKWOOD: Well, I stayed in that role, you know, essentially all the time I was here, except that I kept going up and taking different—you know, step up and step up. When Bill Bluemle came, Joe was made Vice President for Public Affairs, and he stayed about—let's see, Bill Bluemle was here not more than about two and a half years, and Joe stayed in that role for about a year, and then he and Bill Bluemle had some disagreements, and Joe left.

ASH: Is Joe still alive?

LOCKWOOD: Oh yeah. He lives out in Tigard.

And so he left, and by that time—let's see. Bill Bluemle made me Assistant to the President, but still with the responsibility for the public relations area. I stayed in that role through Bill Bluemle and Dick Jones, and, then, when Leonard [Laster] came, I was made Executive Assistant to the President, but still with the public relations responsibility. Then we decided that everybody—late in Leonard's term, it was determined that there was just too much to do, and so we essentially split the offices, so that there was one that was Community Relations and one that was what they now call News and Publications.

ASH: And what was your role in those?

LOCKWOOD: Well, when the offices were split, then I took over Community Relations and Marlys did what is now News and Publications.

ASH: And then you worked under Dr. Kohler as well?

LOCKWOOD: Um-hmm.

ASH: So you have worked for every president.

LOCKWOOD: Um-hmm.

ASH: And not only Dean Baird, but, then, Dean Holman?

LOCKWOOD: Um-hmm.

ASH: And, then, all the other deans? I mean, you were—you didn't work for the deans, I understand.

LOCKWOOD: I worked for, through Joe, but felt that I—you know, I had a responsibility to Dr. Baird and Dr. Holman.

ASH: Tell me about Dr. Holman. He wasn't dean for very long, was he?

LOCKWOOD: No. When he accepted the deanship, it was, I think, generally understood that the institution needed to separate itself from the University of Oregon, and so—

ASH: Why?

LOCKWOOD: There was a trend at the time among academic health centers that they needed their own identity: that there would be more money available; legislatures would look at them differently. And I think some university presidents felt that the academic health center was getting more attention. It's more saleable. When you're taking care of sick kids, this is more interesting than a philosophy professor. So there was a nationwide trend, and Dr. Lieuallen, who

was Chancellor of the State System of Higher Education, proposed it to the Legislature. And I think there was a study committee, and I—I'm trying to think. I'd have to go back and check. I think Jack Brookhart was on that committee, and there were a number of faculty people who looked at it, along with legislators.

Another part of it was that the budget for this institution was—I may be misstating this, but I think the budget for this institution was as large or larger than the budget of the University of Oregon. So this—you know, this created some feelings among the faculty down at the University of Oregon. I don't think they were all that sorry to see us go and become a separate organization. So the bill went through the Legislature, and the institution was set up as the University of Oregon Health Sciences Center. Bill Bluemle was hired and given the job of pulling this whole thing together, and he was given no administrative budget to do this job. So one of the problems that he faced was that he had to fund his office, his staff, with money from—the School of Medicine was the strongest and had the biggest budget, and so he had to pull money from the School of Medicine.

The other thing that happened at the same time was that the School of Nursing became equal with Dentistry and Medicine, and so he had to find money for the Dean's Office of the School of Nursing. So it was very tough, it was very tough, and there were a lot of disgruntled faculty, particularly in the School of Medicine, who saw *their* money going to administration.

ASH: And Dean Holman was dean at the time, but when he became dean, this was already in the works?

LOCKWOOD: I think so, uh-huh. That's what my memory says.

ASH: And so this was not unexpected from his point of view?

LOCKWOOD: No. And Bill Bluemle asked—I think Dr. Holman stayed on an extra six months or a year—it was probably a year—while Bill Bluemle got settled. And then Bill made what a lot of people consider was a disastrous mistake and hired Bob Stone.

ASH: Who did the hiring?

LOCKWOOD: Bill Bluemle did. Bob Stone had been, what, secretary of something or other?

ASH: Back in Washington?

LOCKWOOD: Yeah. And in my mind he was a typical pathologist. He didn't like Oregon. He thought that this was—the impression that he gave; I'm putting words in his mouth—the impression that he gave was that he did not like Oregon. He wasn't sure why he accepted this position; this was small potatoes; he was better than this. And that was the attitude that he carried through the entire time that he was here.

ASH: Which wasn't terribly long.

LOCKWOOD: No, no. And people at Oregon really tried to—and people on the campus, I think, tried very hard to welcome him, and he didn't want to be welcomed.

ASH: Well, what about Dr. Bluemle? He didn't stay very long either, and he came from the East Coast as well. I guess maybe I should ask you, first of all, who did the searching for our first president, and any idea what criteria they were looking for?

LOCKWOOD: I have no idea. I don't know that. Again, I might be able to find something to supplement this, but, no, I don't know. The way the Chancellor's Office ran searches in those days, there undoubtedly were faculty members who were involved. There were, undoubtedly, members of the Board of Higher Education who developed their own criteria, and I'm sure it was somebody who had—well, he did come from an academic health center, and who'd had experience in bringing schools together; somebody who could deal with the Legislature—where he did run into trouble. But he was a bit of a fish out of water, also, because both he and his wife were *very* eastern in their approach. He was very pleasant, he was very, very nice, and we all enjoyed them, but—and he was very bright, but he was not good at dealing with Oregon's legislators, and they felt that he was patronizing.

ASH: Now, when you say he wasn't good at dealing with the legislators, do you think that's primarily because of geography and where he came from, or personal?

LOCKWOOD: I think it was a combination of things. He just couldn't get down to the level of Oregon's legislators, or maybe it's up to the level. There was not a meeting of the minds, and they felt that he felt he was superior. And he wasn't hail-fellow-well-met. He didn't have the genuine way that Dr. Kohler has, for example. Dr. Kohler makes people feel comfortable no matter who they are or where they are. Bill Bluemle didn't have that talent. He did a lot of other things well.

He also ran into the problem, not too long after he came, when he discovered that the hospital was about to lose its accreditation, and that was pretty scary. Because of his contacts in the East, he was able to work with the hospital association so that we didn't lose our accreditation, but it seems to me that it was about six or eight months when things were very, very shaky. And then, the offer came from Thomas Jefferson, and I think the story was that they offered him twice the salary.

ASH: Offers don't just come. He must have been seeking...

LOCKWOOD: Well, he was well known on the East Coast. Well, I don't know whether or not he was actively seeking, but—and that wouldn't surprise me at all, because the problems just kept rolling on, and I would guess that he probably got to the point where he said, "Who needs this?" Well, he spent a certain amount of time at national meetings on the East Coast, and

you can let people know that you are open to a suggestion, and the offer came, and he took it.

ASH: Now, you had to work with him fairly closely because you were his right-hand PR person.

LOCKWOOD: Well, John D'Aprix was his Executive Assistant.

ASH: You were his staff.

LOCKWOOD: Um-hmm.

ASH: What was it like working with him? How did he feel about the role of the PR person, as opposed to the way Dean Baird and Dean Holman did?

LOCKWOOD: Well, he and John decided that—I had an office down in the president's suite, and they decided that we ought to move upstairs to the second floor of Baird Hall, which we did do. And I muttered and grumbled and said this is not going to work. We were up there for about six months, and I was running up and down the stairs about twenty times a day, and he finally decided that that wasn't going to work.

ASH: So did you move the whole department back, or just you?

LOCKWOOD: Just me. It was just on the second floor, but, nevertheless, I'd get this telephone call, "Can you come down? I need this," or "We need to do this," or something like that. So I was running up and down the stairs all day long, not getting a lot of work done because I was running up and down the stairs. But there were lots of things going on. He established the Advisory Council, which then became the Foundation Board, and so I was working very closely with him on that, because I served as staff to that particular project.

He got out in the community quite a bit, but just never quite made it, as far as being totally accepted. I think Dr. Kohler is very, very well accepted in this community. He's the first one of the presidents who has had the knack of doing that, but Pete's a listener. He listens to people. He may not agree with you, but he does listen, and then makes his mind up. Bill Bluemle wasn't much of a listener, and Leonard was never a listener. When you're in a community like Portland, you have to listen to what people are saying and read the body language.

ASH: What about the rest of the state? Was Dr. Bluemle ever motivated to go out to other parts of the state?

LOCKWOOD: Oh yeah, he did. He did do that on occasion, but, again, it was—he was tall and slender and—he wouldn't see—he was really quite an intense person. He was dignified. It was just the eastern approach. He didn't do small talk well with people he didn't know. So I think that was a problem.

ASH: Well, that's also probably a reason why you were running up and down the stairs all the time.

LOCKWOOD: [Laughing] I don't know about that.

ASH: Were you the person who had to do the small talk and make comfort?

LOCKWOOD: No, not really, but I provided the backup: the document materials; I would tell him who people were, and things like that, and kind of helped prepare him for that kind of thing. You know, again, you have to recognize that the role of a woman, even when he was here, you had to be a little bit careful. And Bill Bluemle was *the* President, and that's where, in my judgment, he and Joe Adams got into difficulty, because Bill didn't want anybody speaking for him. Joe was very bright and very articulate, but I think on occasion perhaps spoke for the president when the president didn't want to be spoken for. So that was a good lesson for me. You just don't stand in for the president.

ASH: You weren't a spokesperson, and he wasn't expected to be?

LOCKWOOD: On occasion, yes, but you were pretty well briefed if there was something to be said. If he was out of town or something like that, you'd go over it pretty well. But, no, you didn't leap to your own conclusions about things like that. And this is something that is rather typical of university presidents. They pretty much set the boundaries, and you know when you can speak for them and when you cannot—but you have to recognize that. And I'm just not sure that—or you have to have the complete confidence of the president that what you're going to say is what he's thinking.

ASH: You have to think alike.

LOCKWOOD: Absolutely. Anyway, that's my assessment, and I may be very wrong.

ASH: Well, let's get back to the becoming-a-university days. Bill Bluemle and you, now, were...

LOCKWOOD: Well, Joe was—see, Joe Adams was still here.

ASH: Oh, right, in the beginning.

LOCKWOOD: In the beginning, Joe Adams was here. And very shortly after Bill Bluemle came, he appointed Bill Zimmerman as Vice President and Joe Adams as Vice President.

ASH: So this was his staff, but where you had been School of Medicine before, you were now...

LOCKWOOD: Well, we just all switched over.

ASH: ... responsible for...

LOCKWOOD: Nursing and Dentistry.

ASH: ... PR for Nursing and Dentistry as well.

LOCKWOOD: Uh-huh, uh-huh.

ASH: And so what did this mean to you?

LOCKWOOD: Well, we just broadened our horizons a little.

ASH: You had to, I imagine, educate yourself a great deal about the other schools.

LOCKWOOD: Well, Dentistry—about that time, I think, Joe hired—he had a couple or three different people down at the Dental School, so the Dental School still was doing pretty much its own thing. So it was primarily Nursing. And we had done some things with the School of Nursing, so taking on the work of the School of Nursing wasn't an enormous problem. And, then, Joe oversaw what was going on in the Dental School. But I think one of the things that is still occurring is that the Dental School thinks of itself as a separate entity, not really part of the University. And perhaps we perpetuated that, even in those early days, when we had different people staffing the Dental School. But it still has its own library; it still has its own registrar. Until those things—and this is a battle that's been fought off and on since the 1970s—until the Dental School accepts the fact that it's part of the University, I think there's still always going to be that problem.

ASH: Where, with the School of Nursing, it was a department—or a school, they called it a school, but it was under the Dean of the School of Medicine.

LOCKWOOD: Yes. It started out as a department, then became a school, and then, when the health sciences center was formed, then the Dean of the School of Nursing got parity with Dentistry and Medicine. But they wanted to move relatively slowly, so none of this happened overnight. We just started accepting some activities from the School of Nursing, and they reactivated their Alumni Association. They'd had an Alumni Association that was kind of off and on, and so that's how I first got involved with Jean Bates, who was down on the Foundation Board, because she was active in the Alumni Association, and they needed some help, and so we helped them in any way we could.

ASH: So becoming a university meant to you a broadening, as you said, of the responsibilities. But you were also now special Assistant to the President. How was that different from what you had been doing before?

LOCKWOOD: More [laughter]. Just a little more. Well, I wasn't until Joe left. Then, when Joe left, why, then I was becoming involved with government relations and the community, more with the community, maintained the alumni association work, had oversight over all the printed materials and all the media.

ASH: You had a staff by this time, though?

LOCKWOOD: I had a staff by that time, yes. Anyway, how much time do we have?

ASH: Well, this is going to go off, and this will be the end of an hour, and around about two hours we'll just be exhausted. Maybe when this goes off, if I can get you a glass of water or a cup of coffee or something, I'll do that.

LOCKWOOD: Okay.

ASH: But we're still in the early Bluemle days [laughter], and I bet we can fill a whole tape about the Dr. Laster days, because I remember—since I was here starting in '76, I remember the Laster days very clearly. Well, I remember the Bluemle days, too. I remember that you were always part of everything.

LOCKWOOD: Oh, I don't know about that. I was available to do things, and they were intelligent administrators, and if they had somebody who could do something, they used them. That was what it was.

ASH: And, obviously, I would see the public side of the president, and you were always part of the public side of the president, so that's part of it. Were you also part of the more private side, the decision-making side of the president?

LOCKWOOD: It depended. Not necessarily. Sometimes I'd learn about things fourth-hand, third-hand. But, no, not until after Bill Bluemle left and Dick Jones became Acting President.

[End of Tape 1, Side 2/Begin Tape 2, Side 1]

ASH: This is tape two of the interview with Mary Ann Lockwood in the BICC on February 25, 1998.

LOCKWOOD: What I was going to say is that each one of these men had their own Executive Committee made up of the deans and the head of the hospital, and that really was the primary decision-making group. In some cases I went to those meetings, in some cases I didn't. And that's where most of the decisions were really made. But sometimes, in some of these cases—Bill Bluemle, for example, would occasionally—certainly, he talked a lot to John D'Aprix about the direction of the institution, and the decisions were made. Dick was taken from a

department chair into the acting presidency, and so he needed people to talk to, to talk ideas through with. I'm quite sure that he used John D'Aprix that way, and I think he used me that way, as well; not as a part of the decision making, but just somebody to bounce ideas off.

ASH: I see.

LOCKWOOD: You become a sponge and you learn not to talk about what—but you also learn to talk fairly freely. I knew lots of people on the campus and could, I think, give Dick a sense of what people were saying, at some levels—not all levels, but at some levels.

ASH: What was your social life on the campus like in those days? Was there an informal information network? Who did you have lunch with?

LOCKWOOD: I ate at my desk. That was one of the problems, that I was in a unique position. And there usually wasn't time for lunch, and if I had lunch, it was with people off campus, because I was running most of the time. And also, that's a relatively lonely job in that people are afraid that if they talk to you, it'll be passed on to the president. And you, in that job, can say very little, because you're privy to information that hasn't been announced yet. So in many ways you were very, very careful about who you talked to. Not that you didn't like them or anything like that, you just didn't need to be pumped or you didn't want to pass on information. That would be—could be easy to do.

ASH: I see. So you had to be a little guarded?

LOCKWOOD: Yes. In some cases, very. And so you just go in the office and tear your hair sometimes [laughter].

ASH: Well, the transition from Bill Bluemle to Dick Jones, then, was a little difficult in that Dick had never been a dean; but, on the other hand, you probably had known Dick for years by that time.

LOCKWOOD: Um-hmm. But he had not—and he worked *very* hard. He really tried. But I think it was a difficult position to put him in, because eventually he had to fire Bob Stone. And he had worked under Bob Stone as a department chair, and I think this was extremely difficult for him, although Bob Stone was driving—my assessment is that Bob Stone was driving him crazy [laughter]. But actually doing it, I think, was very, very difficult.

ASH: So Bob Stone was driving Dick crazy in that Bob Stone was trying to be protective of the School of Medicine territory?

LOCKWOOD: Oh, I think all of that, and I think it was just Bob Stone's attitude about the institution and Oregon. I suspect that the fact that Dick was a department chair and was raised above him, all of that impacted on Bob Stone and made it difficult; just made it very, very difficult. I just think that he didn't want to listen to Dick and didn't want to do—and perhaps

even said, “I don’t even have to do that.” I don’t know that for a fact, but I’m just guessing.

ASH: And so when Stone left, I take it there was a search for a replacement. Was that when Ransom Arthur came?

LOCKWOOD: Let’s see. I’m trying to think. Bob Grover was the interim, and then Ransom Arthur came.

ASH: I see. So Bob Grover was interim dean under—was it Bluemle or Laster? I can’t remember, either.

LOCKWOOD: Wait a minute. Maybe it was—I have a list at home.

ASH: No, I think I remember Dick Jones saying that Bob Grover was under him.

LOCKWOOD: He was the interim, because then there was a period when Bob Neerhout was interim dean also. I can’t remember whether Bob Neerhout was interim after Ransom Arthur left, or not. I think that was the way it went.

ASH: Tell me about Ransom Arthur.

LOCKWOOD: A psychiatrist. You have to forgive me, but in the early days we used to categorize physicians by their specialty, because they all seemed to fall in a pattern.

ASH: Pathologist, psychiatrist?

LOCKWOOD: Yeah, radiologist, the whole thing. Ransom, he had a big smile on his face, always, and was a very determined man, extremely determined. He had a will of iron, and, once he settled in, did things his way. Whether that was good for the School of Medicine or not, I don’t know, but he was not easily dissuaded from a course of action once he had decided. I don’t know whether the fact that he had such severe rheumatoid arthritis had anything to do with it or not, but he was in pain a great deal of the time—which was very unfortunate. He might have been a different person had he not had that affliction.

ASH: He was in pain all the time but he had a smile on his face all the time?

LOCKWOOD: Well, he was a psychiatrist. He was always very gracious and very, very pleasant, but you kind of had to look behind that to see what was really going on. He had a great following. The faculty liked him very, very much. He did lots of things for the School of Medicine and made every effort to protect the School of Medicine from any activities that would take money away from the school. And there were certainly all kinds of financial challenges during those years. So he had enormous support, and I’m sure deserved that support.

But when you’re looking at it from a slightly different picture, then you look at the School

of Medicine as being somewhat parochial, and not looking at the big picture of what a university needs. But I don't think anybody blames him, not at all. It was just one of those things that happened. You had a struggling School of Nursing that really needed help, needed money; and you had the Dental School that also needed some things; and you had what was perceived on the rest of the campus to be the very wealthy School of Medicine. And Ransom protected his turf.

ASH: And why do you think he left?

LOCKWOOD: You know, I honestly don't remember. I'd have to go back and look. I don't even remember where he went.

ASH: He was working for Dr. Laster when he left.

LOCKWOOD: Yeah. I suspect that health had something to do with it.

ASH: He may not have gone anywhere.

LOCKWOOD: Yeah, I think he went back to UCLA. Those were pretty turbulent times, and I think some of it I just kind of turned off [laughing]. I suspect that basic to everything was the health issue, that he was not well and—Leonard was not easy to work with, and I think he maybe decided, "I don't want to deal with this anymore. It's affecting me." I don't know that, I just am supposing.

ASH: And he died at a relatively early age, didn't he?

LOCKWOOD: Um-hmm. Not too many years after he left. Eight or ten years, I think.

ASH: Well, let's get started—do you want to take a break?

LOCKWOOD: Sure.

[Tape stopped.]

ASH: All right. We've taken a little break, and we're going to go back to—was it 1981?

LOCKWOOD: Probably.

ASH: When Dr. Laster was hired. Do you recall the search for the new president?

LOCKWOOD: Yes. I was the staff to the search committee. Leonard was one of three finalists and absolutely enchanted the search committee. He's warm and outgoing and very articulate and spoke like a visionary to the committee, and they fell all over themselves. They had—did they have three or five? They had to present to the State Board five candidates, and they were to be unranked, but it was common knowledge that Leonard was the first choice, as I

remember.

The thing that that search committee didn't do—Bob Neerhout was the chair of that search committee—I think the search committee, in retrospect, did not check references very deeply, because Len's pattern of behavior really followed him. It followed him here, and it was something that had been established before it followed him here, and then it followed him back to Massachusetts, so things were not all that different. My memory is that the irascibility that he evidenced when he was here wasn't ever discussed in the search committee, it didn't ever come up in the search committee. But he had a very bright mind and, as I say, he won over that entire committee, and the committee was delighted with him. And he could be very compassionate and extremely well spoken, and, as I say, a visionary in a lot of ways. That was what the committee felt that it needed for this institution, and so everybody was delighted when he was appointed.

ASH: Did he come directly from Downstate, or did he come from NIH?

LOCKWOOD: He came from Downstate.

ASH: Downstate. So was in an administrative position there?

LOCKWOOD: Um-hmm.

ASH: So the references could have been checked.

LOCKWOOD: My feeling is that they could have been checked more deeply than they were. And this almost—I can't say that—but there were times when it was almost manic. I mean, he was very active. He got very little sleep. He had great ideas, he raced around and did all kinds of things.

ASH: Sounds just like your first boss.

LOCKWOOD: That's why I say it was good training. He was kind and he was considerate—he *could* be kind and considerate and thoughtful and appreciative, in the first year and a half.

ASH: Do you suspect that at Downstate he might have been that way, and that was one reason he left, and then he decided to turn over a new leaf here and it lasted for a while?

LOCKWOOD: That's certainly a scenario that might have been. I do remember later on, when he came back from his month on Cape Cod, he said, "Well, you all have to accept me the way I am." This was after he and Jim McGill had agreed to disagree. And we all kind of gulped and said, "Okay." That was a little tough, because the State Board of Higher Education, Lou Perry, had said there are things that he cannot do. He cannot get involved with the running of the institution. He can do the things on the outside, Jim McGill's going to do things on the inside.

And Lou Perry said, “Now, Mary Ann, it’s up to you to make sure that he does that.” And I said, “Oh, sure” [laughing].

ASH: What a position to put you in.

LOCKWOOD: Well, I’d known Lou Perry for a long, long time. Yeah, it was, it was a little tough. But this was at the point where Leonard had alienated a lot of the faculty, and he had alienated some of the community, and he was sticking his nose in the running of the fiscal activities in the institution. And the faculty were complaining about him to the Board of Higher Education. There was a meeting with—when there was practically a faculty uprising, with Mark Hatfield. I mean, this got very, very sticky during that period of time. And Mark Hatfield had a great deal of faith in Leonard, he could see what his vision for the institution was. And essentially—and I was not in that meeting, I was not privy to the meeting with the Senator, but one gathers that the Senator said to them, “Look, if you want federal help for this institution, then you keep Leonard Laster” [laughter].

But on the other hand, Len could be—as I say, he could be very compassionate and very helpful. If a staff member had a family member who was ill, he would call anybody in the country that he knew who could help that person, a physician. So there were these two sides of this man that made him a real challenge to deal with. Just a real challenge.

ASH: You spent more time with him, probably, than anyone.

LOCKWOOD: No, I survived [laughter]. I can remember—to give you a little sidelight on Leonard—I finally got a computer. I don’t remember what it was, but I got a computer, and I had an old-fashioned printer. I talked to Jim McGill one day, and I said, “Look, I have to re-key things twice,” because the President’s Office had a lovely printer, and I had this old dot matrix printer, and they were not compatible. I couldn’t put what I had into the computer—this was the very early days—down in the President’s Office. And I said, “Jim, you know, this is really silly. I do something that Leonard has to okay, and then I’ve got to re-key it in order to have it printed on his letterhead, or whatever.” I said, “You don’t suppose that there’d be any way that you could get me a decent printer?” And he said, “Oh, sure.” Well, the printer arrived in my office, and Leonard came in one day and said, “What’s that? What’s that? Why do you get a printer like that?” Just blew his stack. That was the kind of thing that we were dealing with, with him. And I said, “Well, because it’s going to save me time.” “Well, you’re not supposed to have a printer like that.” He went storming out. And it got installed, and he didn’t say anything more about it. But it was that kind of irascibility that made life a challenge.

ASH: Micromanagement.

LOCKWOOD: Oh, absolutely, absolutely. But not on everything. One of his major shortcomings which would drive us absolutely crazy was that he would never answer his mail. Ever. And you’d have stacks of mail, and you’d put it in priority order, and he would look at it, and he would *never* do anything about it. And people would call and say, “Well, I sent this letter,

and I really need an answer.” I’d go in, and I’d say, “Len, so-and-so called, and here’s the letter. They need an answer.” And he’d say, “Oh, I’ll take care of it,” and nothing would happen.

ASH: Was it procrastination, or inability to delegate, or it wasn’t a priority?

LOCKWOOD: I think he didn’t want to commit himself. Once something is in writing, then that’s—that was the only thing I could figure out. I *could not* figure out why. But whenever we’d have a VIP come in the office, we’d have to clean out the office because there were stacks and stacks and stacks of mail. I would, in many cases, draft letters for him so he could respond. Even noncommittal responses, “Thank you, I received your letter. I’m taking it under consideration,” he would not send. When you’re trying to work with somebody who won’t do that, it becomes very, very difficult.

ASH: You’re not the first person who has said “a year and a half” as if something happened after a year and a half, something snapped. Do you have any idea what happened?

LOCKWOOD: Well, I would have to go back and double check. But I think that it had something to do with the arrival of Jim McGill and the difficulty with the faculty and the Board of Higher Education, and almost—not quite a no-confidence vote, but if there had been a vote, I think there would have been a vote of no confidence by the faculty. Jim McGill was a very bright, special person. He could communicate with people at all levels; he understood the business of the institution; he made an enormous effort to pull things together that had gotten kind of lost on occasion.

And there was a period during the early days when the institution didn’t help Len at all. We went through a period of several business-types that couldn’t get their act together, and so Len—this wasn’t Len’s fault. He would be given figures for a project, and he’d go to the Legislature, and somebody would come to him three days later and say, “Oh, well, we didn’t give you the right figures.” So he was being embarrassed by staff. And I don’t know the reason why. I don’t know why that happened—and I’m not even sure what period, but it was fairly early on. So the staff was kind of pulling the rug out from under him. And I don’t think this was intentional, I just think that our systems were not where they should be. But there were time and time again that he thought he could rely on information that was given to him from the business side, and, “Oops, I’m sorry, but we blew it,” kind of thing. Then he’d have to go back and say, “Well, my staff didn’t give me the right figures,” which is—for a man like Leonard, that was just mortifying, because he thought he could rely on what he was being given. So I think that certainly contributed to something. Well, anyhow—I get distracted.

ASH: That’s important, though.

LOCKWOOD: Jim came, and Jim made an effort to pull all of this together. He was bright. He, for all intents and purposes, knew exactly what he was doing. He engendered immediate respect from people in the community, from the Chancellor’s Office, from the faculty. They liked him and respected him—and maybe this was about two years, two and a half years.

Anyway, Leonard missed a meeting of the Foundation Board and asked Jim to carry it, to carry that meeting, and Jim did a superb job. He had all the answers, and he was very businesslike, and there was no purple rhetoric, no nothing. I mean, he just went in and handled the meeting just beautifully. Leonard was in the East, and Leonard got calls from people on the Foundation Board saying what a superb job Jim had done, and that was the end of Jim McGill.

ASH: He hired Jim McGill, though, didn't he?

LOCKWOOD: Um-hmm.

ASH: And then he became a threat?

LOCKWOOD: Um-hmm.

ASH: And he hired Jim McGill to start upgrading these systems that would give Laster better information; and so, by then becoming jealous and turning against Jim McGill, he was undercutting his own base.

LOCKWOOD: Absolutely, absolutely. And he just made Jim's life hell when he got back in September. It was very, very sad, and we were all just appalled about it. Jim couldn't—at that point, as I remember it, Jim couldn't do anything right, and it was very sad, because in the minds of the staff Jim was the best thing that had happened on the campus for many, many years. He was extremely capable, extremely. And the board loved him because he didn't ever apologize, he just went ahead and did his job, and did it well. And he was a gentleman, and he was soft spoken. You know, he just was an ideal person in that job if he'd had another president. And Jim Walker is very much like that, very much on top of what's happening, just the way Jim McGill was. But Jim had Ph.D., also, and maybe that was—I don't know. I haven't a clue what happened, but I just know that Leonard came back and that it wasn't too long after that that Jim had left. But this whole Foundation Board just thought Jim had done a superb job, and made the mistake of telling Leonard. And in a way, what they were doing was complimenting Leonard on his selection.

ASH: Right, and he took it a different way. Was this before or after Leonard had been told, "Well, you handle the outside relations and Jim McGill handles the inside relations"?

LOCKWOOD: You know, I'd have to go back and check. I don't remember what the sequence was. Some of that I have kind of turned off.

ASH: I can understand why. Now, in your relation with Dr. Laster, did you see a big change, when he was this angel for a year and a half and then he changed? Did he start barking at you as well as the staff?

LOCKWOOD: Oh, he barked at me all the time.

ASH: Even in the beginning?

LOCKWOOD: Oh yeah—well, pretty much, yeah. He was more gentle with his barking in the beginning, until he felt more comfortable. It was pretty obvious that he was feeling his way during the first year and a half, and then, when he started feeling more comfortable, then he barked at everybody. He had mental lists of people, and if so-and-so was on his—he would take a liking to somebody and give him just about whatever he wanted, and then, if that person somehow or other did something, why, then, that person was off the list and couldn't get an appointment. Which was very, very difficult.

ASH: Did you have to do mop-up?

LOCKWOOD: I pretty much stayed out of that. I was busy enough trying to get him to answer his mail and answer his telephone calls, and trying to manage the public relations aspects in addition to working with him, because we had media calls, we had publications to put out, and we had all of these other things to do; and I was trying to oversee that as well as trying to keep him on a relatively even keel. And, much of what I saw there was nobody to talk to about.

ASH: In the beginning, he really needed you. There was that whole flare-up about the President's House and—was it a refrigerator?

LOCKWOOD: Yeah, it was a refrigerator—no, it was a washing machine. It was the washing machine that they had somebody...

[End of Tape 2, Side 1/BeginTape 2, Side 2]

LOCKWOOD: The washing machine had died, and they had three kids at home, and I think one of the physical plant people said, "Well, this one isn't being used. We'll just take it over temporarily until we can get a new one." It was one of those things that was very innocent, very, very innocent. And the temper of the times was that somebody called the *Oregonian* and said, "Well, here, these poor children are being deprived of a washing machine, and it's going to the President's House." It was really pretty ridiculous. So that got blown all out of proportion, just as the selection of a house for him got blown all out of proportion. The Bluemles had been living in a house at Seventeenth and Elm, and—

ASH: Owned by the University, or not?

LOCKWOOD: No, rented, it was rented. The university owned a house—the house was given to them by Harold Miller, a house on Old Orchard Road, a lovely old house. The Bluemles had thought about living in it, but there were some problems with that house. It's a beautiful house. It has subsequently been remodeled. Anyway, the Millers had given the house to the University as a president's residence, and in looking at the house it was determined that it would cost—the remodeling would be so expensive that it probably wasn't worth doing. Well, that was one of the major mistakes that the institution/Bluemles made in deciding to sell that house,

because Harold Miller was extremely well known in the Portland area, and this had been their family home, and one doesn't sell a house given by somebody like that. You kind of live with it. That was a major mistake that the Bluemles made in doing something about that house.

So in the meantime, the Bluemles were living in a house, owned by a Mrs. Malarkey, at Seventeenth and Elm, which was a really nice house. It had seven bathrooms and six bedrooms, or something like that. Not a really very pretentious house. It's a gray house, doesn't have a garage. It had been remodeled by Mrs. Malarkey, who lived across the street. She was willing to sell it to the State—oh, golly, for about \$200,000; which, in those days, seemed like an awful lot of money, but I think that the house eventually sold for about \$800,000 or \$600,000. Anyway, the State Board of Higher Education, prior to the time that—the Chancellor had the money; they had the money from the sale of the Miller house and were ready to buy it. The Chancellor was committed to buying it. Leonard was in Cape Cod, and their furniture was on its way here, and Leonard heard that the Legislature would not allow the Board of Higher Education to buy the house because it was too expensive. I can't remember whether it was \$185,000 or \$200,000 or something. It was ridiculous. And the media got a hold of this, and they called it the "Portland Heights mansion," because it had six or seven bathrooms and five bedrooms or something like that. I can't remember now. The house had a bathroom in the basement; it had a guest bathroom on the first floor; and, then, on the bedroom floor, there were four bedrooms and four baths, or something like that. I mean, it wasn't—it was no big deal.

ASH: It wasn't a mansion.

LOCKWOOD: It was not a mansion.

ASH: You wouldn't call it a mansion.

LOCKWOOD: No, no, no, anything but. But the media got a hold of this and just went berserk about spending this much money for a university president for this mansion. Well, you drive by Seventeenth and Elm and look at that gray house, and it is—I mean, it's a gray clapboard house, and it's attractive, but it's no big deal, and the houses on both sides and up and down the street are—

ASH: Mansions.

LOCKWOOD: Well, there are some bigger ones than that. So that meant that we had to scramble around and find Leonard a house.

ASH: The sale did not go through, then?

LOCKWOOD: The sale did not go through, and his furniture was on trucks, coming west, and they had no place to live. And they had been shown the house by the Chancellor and anticipated living there. So we scrambled and we scrambled and we scrambled to find someplace, because they were ready to come.

ASH: Was it your responsibility to find a house? Did they come and help you, or how did that work?

LOCKWOOD: Well, I looked for houses for them. That was one of the roles. It was also a role that I had with Bluemles. I looked at houses for the Bluemles, too. I enlisted the aid of some realtors, and we looked at every available house in the Portland area that we felt would be appropriate, both times, before the Bluemles came and before—because the Bluemles came before—he was appointed before we got the gift of the Miller house.

So we did an awful lot of scrambling, and, thanks to Lou Perry, we found the house that Doug McIver, the man who owns the Vista St. Clair, [owned]. Anyway, it was a house over on Davenport Street. His mother had either died or vacated the house, and it was available for lease, and that was the best thing that we could do at the time, because here was this family with no place to live. They flew out, and they looked at the house, and so we leased it.

ASH: But this was the way he started his career as a university president.

I think I'm going to turn off the tape now, and we'll schedule at least another hour on this topic.

[End of Interview]

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