

OREGON HEALTH SCIENCES UNIVERSITY HISTORY PROGRAM

ORAL HISTORY PROJECT

INTERVIEW

WITH

*Joe Adams*

Interview conducted July 13, 1998

by

Joan Ash

## SUMMARY

Former Director of Public Relations and Assistant Dean Joseph J. Adams tells stories from his time here at OHSU in this interview, illustrating his belief that the stories “make the institution human.”

Beginning as Director of Information Services in 1951, Adams was directed to address the School’s “hidden agenda”: preparing the public for the building of the Medical School Hospital. At that time, both the State Legislature and the Board of Higher Education disallowed the hiring of public relations personnel, but Dean Baird realized that public perceptions and media coverage would be crucial to the advancement of the institution. Adams talks at length about Baird, using anecdotes to bring his personality to life. Adams also talks about town-gown relations, which began to sour during the period of full-time faculty recruitment in the 1950s.

Adams recalls several important medical breakthroughs made at the School during his tenure, including Dr. Albert Starr’s work on an artificial heart valve and Dr. Stanley Jacob’s studies on dimethyl sulfoxide (DMSO). He shares entertaining stories about escaped penguins, a bank vault containing radium, and the many colorful characters that made up the UOMS faculty. On a more serious note, he also talks about the conflict between Dean Baird and Dr. Donald Pickering, his own conflict with President Bluemle, and the challenges faced by women faculty in the early years of the institution.

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Interview with Joe Adams  
Interviewed by Joan Ash  
July 13, 1998  
Site: BICC  
Begin Tape 1, Side 1

ASH: It's July 13, 1998, and this is Joan Ash interviewing Joe Adams in BICC.

The first question I'm going to ask is very basic, and it's just to get us started. Where were you born and raised?

ADAMS: Spokane, Washington, 1925. Raised pretty much in Spokane until I was thirteen; moved to a farm in eastern Washington, about fifty miles west of Spokane. So I was a farm kid. It was the same farm my father was born on in 1894 in a dugout on the side of the hill when it was an old homestead. And my father moved back there in 1938 to run that farm.

So then I went to Gonzaga High School in Spokane and then to a little country school for one year and then back to Gonzaga. Then I went to the university for the first year, and then the war came along. I went into the Navy. I spent three years in the Navy and became a flight instructor, Navy flight instructor, and ended up in a fighter squadron at the Spokane Naval Air Reserve station. I got my degree at Gonzaga University in 1949, and then worked for the university in public relations as assistant director of public relations for Father Art Dussault, who's been dead a long time. But he was sort of the grand old man of PR in the United States. He was really, really something. Way ahead of his time.

And so I got to work under him, and then I was asked to apply for the position here at the Medical School, which I had never heard of. Nobody ever heard of. Even when I got to Portland and I asked my friends, "What about the University of Oregon Medical School?" "The what?" Here it was, in town, and nobody even knew about them. And that was the reason I was hired by—Chancellor Charlie Byrne was the chancellor in those days. The Medical School, in order to survive and grow, required a teaching hospital. That was the big push in those days. And my major job was to get the money—or, to change the climate to publicize the school and get the public support to get the money out of the Legislature. Which is what I did.

As a matter of fact, the managing editor of the *Oregonian* at that time, when we did finally accomplish the task and get our first four-and-a-half million—which was a lot of money in those days, to build the hospital, he wanted to know where I was going to go next, you know, to raise money, because he thought I got hired in especially. "No, this is my home. I'm going to stay here" [laughing]

ASH: Now, it was Dean Baird who hired you, is that correct?

ADAMS: Yes, Dean Baird.

ASH: And he specified, as part of your job description, that you would prepare the public for the beginning of the University Hospital?

ADAMS: No, that was the hidden agenda. The agenda was—I was hired with the title of Director of Information Services, because they couldn't hire public relations people. The Board of Higher Education and the Legislature wouldn't allow that. So "information" was okay. And, then, I was hired also as the alumni executive secretary, because they were plodding along and had no—and we had a lot of alumni from 1878 on. And, then, the third was to start a foundation for the advancement of medicine, the fund raising program for the institution.

ASH: And that had never been done before?

ADAMS: No, no. I started all those.

ASH: So none of this had been done before?

ADAMS: No. I was it. And, of course, the faculty looked on me with a jaundiced eye—"Who is this guy who's bringing the press up here?"—because the place was closed. Medicine in those days, it was never reported to the newspapers. The failures were buried, and the successes went back home, and so forth.

So the Chancellor, who had been an old public relations man himself—he was a Ph.D., Charlie Byrne—he wrote as his thesis the foundation of the Oregon State System of Higher Education, a coordinated system. That was his thesis, and he was able to implement that here in Oregon. It was one of the first in the country to bring all the schools together, rather than a university system, which I think is what they're moving toward now.

But anyway, so that's what I was hired to do. So I came to Portland, and I walked into Dean Baird's office. We had a nice, long conference and he says, "Now, I don't expect anything out of you for the first six months." He says, "All you've got to do is know where the toilet is," [laughing] I still remember him saying this, "and where the cafeteria is and where you get your paycheck." Because he didn't know anything about—he was a doctor of medicine, too, and he was part of that old school where, "How do you handle somebody that wants to open the doors and let the public in?" That was foreign.

So I had been doing this for a couple of years at the university in Spokane, and so that's the way I started out. And, of course, we had the plans for the new teaching hospital, but the Legislature didn't know us. They didn't even know the place was here. The Governor didn't. Governor Doug McKay, who became a friend of mine later on, was the governor in those days. He'd been a former automobile dealer in Salem and became the mayor of Salem, and then he was our governor. A really nice guy. But nobody knew the place was here because it was sort of hidden away, up on top of the hill.

And I came in here. And the Administration was just four or five people. That was it. And the nursing school, it was called the Department of Nursing Education. Instead of a dean, it was just a director, they called it—because you couldn't have a dean reporting to a dean, so it was a director. So, it got us into the whole concept later on that you're under today of a health sciences university.

And the Dental School was over on the other side of town, and they didn't even have running water over there. They had spittoons when you—the guy would drill on your teeth, you know, with a little treadle sort of a thing, and [demonstrates].

So anyway, these were diverse institutions. And so we worked and we worked that spring and got good support from the news media. There were only radio stations and newspapers in those days.

ASH: So that was...

ADAMS: Nineteen fifty-one. And the Legislature, the following year, granted the first money to build a teaching hospital, which, because of inflation, was not sufficient to build that thing over here. So we had to go for another session and get more money, and then we built. But that was the story. So there was just me, and that was it.

ASH: Dean Baird, some people say, was somewhat provincial and other people say he was a great visionary. How would you characterize him?

ADAMS: He was both. He was kind of a dichotomy. He had the vision of a great institution, but, on the other hand—and we'd argue about it. I didn't argue very much with him; he was a very strong Scotsman. But his main concept was: everything for the medical students. Anything that was not going to support the medical students or medical education [sound effect]. So the school of nursing was way out here.

Then I was in the office the day that we—well, it was kind of an interesting thing. The Dean of the Dental School, Hal Noyes, Dr. Noyes, who was an M.D. and an otolaryngologist and had a D.D.S., too, he was probably the best trained man in Oregon. *Very* strong. And he had gone to the Board of Higher Education the year before I'd gotten here and they had said, "Well, we'll"—because it was called North Pacific Dental College in those days. It was across town by the old Sears Roebuck building. And the Board of Higher Education reneged and didn't build him the building. They said they were going to move him up here, and they didn't build it, so he sued them. And I got up one morning, and, God, the *Oregonian* had headlines, you'd think war was being declared. "Dean of Dental School Sues Board of Higher Education." Joan, you couldn't...

ASH: That's quite a headline.

ADAMS: Oh, God, it was just awful. And the telephones lit up. This had never been

done before. And, boy, about two days later in Dr. Baird's office were the Chancellor, Chairman of the State Board of Higher Education, a governor's representative, and two or three others. "You've got to get a Dental School up here real fast" [laughing].

So I'll never forget Dr. Baird. You talked about provincial. That's what we're getting to. He says to Bill Zimmerman, who had a physical plant guy, Wren Gaines was his name—"Bring up the plans for the school." So they bring up the whole site plans and they roll them out on the desk, and the Dean looks at these plans, and he—some of this is kind of confidential, but it's fun. This is history. I was in on the start of Portland State, too. I ran special studies on that for the Chancellor. But anyway, the Dean looks and he says, "Put them right here," and that's where they are, down at the bottom. Now, that was a long time ago.

And the idea was, there will never be any reciprocity between the two institutions in the basic science departments because they'll be down there and we'll be up here. You see, he knew that if you started combining the departments, it would water down medical education, like pathology for both and biochemistry for both and whatever, pharmacology, et cetera, all the basic science departments. So they were isolated down in the hole. So they built the building, but we stopped the lawsuit. The money was appropriated, they built the building, and they moved up here, and they had running water, finally.

And Hal Noyes—I got to know Hal real well. He was really a nice guy. He was an alcoholic, a terrible alcoholic. I remember one time I had to go down to the University Club and get him off of one of the chairs in order to make him sign something [laughs]. But he was—that institution—he's dead now, been dead a long time—owes him a lot. He was a man of vision and strength. Boy, he wasn't going to let anybody—and in those days, doctors of medicine guys were strong. I mean politically strong. They'd tell governors where the heck to go. They were—you know, that's the arrogance of the profession in those days.

ASH: And so he won?

ADAMS: Oh yes, hands down, he won.

ASH: He got what he wanted.

ADAMS: Yeah, he won. I don't think he ever looked on it like that, as winning. And this is a really good dental school. It's a very good dental school. But he looked on that as something that was his due. It was an agreement made, and, by God, you're going to do it. It was really funny.

And Dave Baird, Dr. Baird, he put them down in this hole. Any time after that he ever talked about the Dental School, he'd say, [laughing] "Well, those guys that work on their teeth down there"

ASH: He'd stick his finger in his mouth?

ADAMS: [Laughing] Yeah, he'd always do that. Then right away he'd start to laugh. He was one of the funniest guys. God, he was a good guy, a great guy. He and I were very, very close, so—as Mike [Baird] may—you know, Mike would know. And Mrs. Baird, just a wonderful lady. Gee. I can remember I went over to their house one time—the Sommer Memorial Lectures used to be held with the medical alumni over here. She's gussied up, and she says, "Well," she says, "I'm going to the wearing of the mink." They'd go out to the country club out here along the river, and they had the reception for the wives, and they would all gussy up, because you had—she'd say, "I'm going to the wearing of the mink." She was just a good gal.

Anyway, yeah, he was provincial, or whatever word you used, from the standpoint that if it wasn't going to be for the good of the medical students, no way, he wouldn't support it. He'd try every devious way he could to get out of it until he had to. And the Dental School was the perfect example.

ASH: Now, what about nursing?

ADAMS: A little bit ambivalent on nursing. He was supportive, but any money that went to nursing was—that should go to the medical students. Because the place was poor. There was no money. You just can't believe how poor this place was. And so money was really hard to come by. And, of course, in later years it just poured in, absolutely poured in.

I was a good friend of Mark Hatfield, and I still am. I worked on his first campaign when he ran for the House down in Salem, and then, later on, for the Senate and then, later on, for Secretary of State, and then, later on, for Governor. I was always on his campaign staff and was a good friend. So Mark was very supportive, and that's why he still supports this place. You know, his heart's in the right place when it comes to this institution.

But the School of Nursing was kind of an enigma, as far as—I liked Henrietta Doltz, who was the Dean in those days, and then—oh, later on the Dean of the School of Nursing.

ASH: It was Jean...

ADAMS: Jean Boyle, who was a really good friend. I was there the day before Jean died. She had a hypertension that they never could find, and they finally sent her in for open-heart surgery, and I was there the morning they hauled her off, and she never got out of surgery. A good gal. But that's—that has to move, you know, that has to shift ahead way up to the present time, almost.

But going back to those days, the place was very small. The building over here that we just talked about, with the gargoyles, was there, the Library was there, and the administration—what we called the Laboratory and Administration, which is now Baird Hall, had just been built. When I first was interviewed, the workmen were still working on it. And then you go around the corner, which was the Outpatient Clinic, and the top floors were

Doernbecher, and then over there was what we called Multnomah Hospital, and that was it. The University State TB Hospital was over here across the way, and that was it.

And on a day like today, Joan, instead of cars and stuff, you could hear the clank of horseshoes out behind the—as the faculty and administration, we’d go out there and play horseshoes in the summer sun, and it was so quiet up here, you could here the zippers in the men’s room. And it was really neat. It was so quiet and laid back. That’s the way it was. And we had the patients coming up to the Outpatient Clinic, and we had the University North, which was pretty much welfare. It was called Multnomah in those days.

And this whole place was called Mackenzie’s Folly, from Dean Mackenzie, who had moved it up here. Why put this thing up on that hill, see. Whoa, out of the—because, you know, they were down at Twenty-third and Lovejoy in those days. And, of course, it eventually proved to be one of the really spectacular places in town.

I can even remember when I first came here, in one of our junk rooms, like the room down here, was this monstrous architectural rendering of a bridge connecting here to the Veteran’s Hospital over there, and that was probably done in 1945 or ’47. So that’s not a new concept. And we used to laugh at that: “Can you believe building a bridge?” So finally we threw it away, chucked it away. So there’s nothing really new.

ASH: It probably would have been a lot cheaper back then.

ADAMS: Yeah. Anyway, getting back to your original question, Dean Baird. Yeah, he was a visionary; he envisioned this teaching hospital. He knew that. He was committed to a full-time faculty. When I came here there were twenty-seven members of the full-time faculty. I was one of them. I became the twenty-eighth. I became a faculty member because that way you kept off the civil service. There were only two classifications in those days, faculty or civil service, and they couldn’t pay me what I required, and so you moved in, and I became an instructor.

So Dr. Baird had that vision—he’d talk about it—of a great institution here, and he wanted that full-time faculty. He knew it was required. He, himself, when I first came to work for him, was half-time. He’d work here in the morning, and then he’d go down to the Portland Clinic and spend the rest of the afternoon seeing patients. And almost all of our clinical faculty, except like maybe Dr. Lewis was full-time, and people you wouldn’t—it’s not of any interest. The basic science faculty was pretty much full-time: pharmacology, biochem, da, da, da, da.

So with the publicity that we generated and with the things that we were trying to do—and I’d write up stuff for national magazines and all this and that—that began to put Oregon a little bit on the map. “Gee, you know, there really aren’t Indians out there.” And then we were able to replace, as some of these—this eventually caused what we called the town and gown problem. Dr. Baird replaced—he would ask every one of these what we called volunteer faculty, part-timers—like the chairman of the otolaryngology department, or

whatever it was, was Dr. Dave DeWeese, who was down at the Portland Clinic, et cetera—whether they wanted to chair this department full-time. Well, of course, we couldn't pay them anything near what they were making. So they would turn it down, and then that would allow him to go out and get a search committee and go out nationally. We hadn't any money, but somehow or another we were able to get people.

First of all, they wanted to live in Oregon, and they took less money to come out here. And we began to accumulate a faculty, and pretty soon you get really some outstanding people. When we got John Englebert Dunphy as Chairman of the Department of Surgery, he brought along Al Starr; he brought along Stan Jacob; he brought four or five really outstanding people. Well, boy, people in the United States would say, "What's going on out in Oregon to have these people move out?" And Dunphy was very, very well known nationally. He was something on the—you know, like on the American Board of Surgery, he was chairman, da, da, da, da, da. And that was the beginning.

And we got people like Charlie Dotter in radiology, who was outstanding. Some of his stuff, his rechannelization of leg veins and stuff was still way avant-garde. Hard to work with, though. He came in one day and he says, "I'm going to have you fired, Adams." I said, "Well, Charlie, go see the boss." He came in about fifteen minutes later. "Well," he says, "I apologize. I was a little out of line." And we got along great after that. Just, you know, really nice people.

But he had this vision, and he never, ever—he'd say sometimes—he was so funny. He says—and he'd come into my office, and he had his coat on and his old slouch hat, and "I'm going home," he says, "and I'm going to tape my mouth." He says, "I'm going to put ropes around me, I'm going to get into bed, turn the lights out, and I'm going to stay there until—so I will be sure I don't change my mind" [laughter]. The pressures on him were enormous. On some of the things he'd make a decision, and that's it. Fire somebody or do this or do that, you know, and oh, man.

As a result of the hiring and replacing of these part-time or volunteer faculty with full-time men, the hue and cry downtown started to rise. "What's he doing up there in bringing these high-powered people?" who were what we call geographic full-time. They were geographically here, but they were allowed some private practice, like Al Starr, who made hundreds of thousands of dollars a year working out of his office here. And the jealousies were just awful by the full-time big shots downtown, see. And that's where the town and gown fight started. I don't know if you ever heard anybody talk about the town and gown fight, but it was awful.

ASH: It's on my list. In fact, it's one of the themes that we're pursuing.

ADAMS: It was really, really something.

ASH: You were here, actually right in the thick of it.

ADAMS: Right from the very beginning.

ASH: They knew the hospital was coming, also?

ADAMS: Sure. Oh yeah. And they were wondering, you know, what kind of—who's going to—that's going to steal patients. All the other hospitals in town had their ears up. This place all of a sudden was becoming alive. We were getting front-page stories all the time, and support for our projects here, and downtown they're—I was the only link, because I was alumni secretary, and I would meet—every year I would meet once a month with the alumni officers, many of whom were the really big shot guys that were fighting us, that were antagonistic. And so I would give them information. They'd tell me, and I'd come back to the Dean, and I'd tell him, and that way he got information on how all the checkers were being played, see. He was under tremendous fire. Whooee, tremendous fire. But he resisted because he had this vision of what this place should be, you see.

And so a lot of people say, well, he was very conservative. He was conservative from the standpoint of his politics, which he would—he'd say "Never put bumper stickers on your car, never let anybody know if you're Democrat, Republican, or whatever you are." He says, "Give them all an equal chance to support you" [laughter]. So he was a fiscal and social conservative, but, boy, when it came to moving ahead on a plan, he really had a plan. And he really did. But he wouldn't write it down. I finally was selected to head the planning committee; we had a planning committee, and we had to do that because the Legislature and the Governor and the rest of them were really putting pressure on us. They wanted to know what the long-range plan was for this place. So we finally got a planning committee together and we developed that.

And then I was on the curriculum committee for five years, secretary of that, when they changed the medical school curriculum for the first time since before the war. So I would write up all the minutes on Tuesday morning from ten to twelve when they'd meet, and then by Tuesday afternoon I would have all of those minutes out, and sometimes it was four or five single-typed pages, you know. The pressure was so—you know, they were getting all this funny stuff like pass-fail grading systems and all of these things which the Dean was not going to allow to happen. We had this liberal stuff. We had a lot of these guys from Harvard came in with some very strange ideas [laughter]. Sorry if you went to Harvard, but that's the way it was.

The faculty then, we had a lot of real interesting people come on this faculty that wanted to change things, and they were resentful that he would not allow these things to move. He wanted what was good for the medical students, and so some of these liberal ideas he wouldn't allow into the curriculum, and so forth. And, oh, God, the animosity was incredible, and the infighting on the faculty, oh, gee. Really incredible.

ASH: With him or with one another?

ADAMS: With one another, too. From the old-timers, the conservative element, the

new guys coming in, who had different ideas, “You guys aren’t up to speed,” and back and forth, you know. There was really a lot.

ASH: Were they part of the search process, the old-timers, when they hired new-timers?

ADAMS: Oh yeah, some of them were, but the Dean was very careful on these committees. He was really cagey about who he would select as chairmen, like Bill Krippaehne, who was Chairman of the Department of Surgery. A really good friend of mine. And Marion is still up here; I saw her a few months ago when I came up here. But his wife was a beautiful gal, and they had, I don’t know, seven kids, or something. And she was an internist, and Bill was Chairman of the Department of Surgery after Dr. Dunphy left, when he left and retired. Bill became chairman of the curriculum committee because the Dean knew that Bill, he really was an outstanding surgeon. He wasn’t going to let that get very far. And the pressures on him—because I got to see that.

I was the only layperson on these things. With my little, old baccalaureate degree I was nothing, you know. And I was able to do a lot of—of course, I was trained as a teacher and educator, so I was the only one there that knew anything about teaching [laughter]. You know, special methods and general methods. They don’t know anything about teaching, these guys. You just come in and get a faculty position. Do some research, and they’re supposed to teach medical students. God. And I was really close—because I was young, and I was really close to the medical students in those years. I’d go down and drink beer with them down at the bottom of the hill, here. And I would get feedback from them, too, you know. It was kind of neat.

It was really enjoyable. Every day I’d come up here was fun. You never knew what was going to happen. You never knew who was going to walk in that door.

ASH: You said it was a stressful time.

ADAMS: Really stressful.

ASH: But it was also fun?

ADAMS: Oh yeah, oh yeah, because we were really doing some important things up here. The place was expanding. Our students were really, really good. And we were getting these important faculty members, and they were doing—like Al Starr came and did, like, up on the upper floor of that building over there, he did, like, a hundred dog surgeries, then he did his first open-heart surgery.

And I had to work with the news media, and I said, “Hey, please don’t report on these things. We’re going to lose some people.” And Dr. Starr said we’re going to lose, probably, the early ones, because they were very ill, very sick, these first patients. Then, when we got to a place where he thought that he could do a successful one, we brought the news

media in, and they took their pictures and all this and that, and, boy, it was successful. And, bingo.

I remember one day Dr. Baird came into my office, and he says, “Come on, let’s go over to the hospital.” So we went over to the teaching hospital, and Starr had just done the first artificial mitral valve replacement. He had a little Chinese girl who was so sick; she was just white as chalk. Just nothing left of her. She had come from San Francisco, and Al put this mitral valve in. And Dr. Baird puts his stethoscope on and he says, “Joe, you’ve got to hear this. First time in history.” So I listened [sound effects] to this artificial valve, you know.

So about four years later my wife and I were down in San Francisco walking through Chinatown and came across this—and I can’t remember her name anymore. And here was this really nice Chinese place that sold antiques and Chinese things, and I said, “This is where so and so is.” So I went in, and I gave them my card, and I said, “Is so and so here?” Well, she gets on the phone, and down the steps comes this vision of loveliness, wearing one of these long Chinese kimonos and stuff. She came over, and, God, she was absolutely the picture of health. Incredible. About two years later she died. Those early mitral valves had a way of creating some kind of a negative swirl, or something, which they eventually corrected, but they’d clot, they’d form blood clots, and, bingo, and she was gone. But she had five years of great living, you know, and she was so happy to see us. All these Chinese people came around [laughter].

But that was the kind of thing we were doing, and that was getting into the newspapers. And finally, of course, TV was coming in. Dick Ross and I—Dick used to be the anchor here at KGW, you may remember—sat, we had a funeral Saturday, and we sat there before the service started and started renewing the old days, and he was always up here covering all of our stuff, you know.

In one week we did the separation of the Stubblefield Siamese twins, the first successful separation of Siamese twins in the world, I guess. Dr. Clare Peterson. In that same week we did the first successful transplant of kidneys between two identical twins, the Hamilton twins.

Subsequently, one of the little girls that were separated, the Siamese twins—they came from Parma, Idaho—died. When they went into the rib cage, she had no muscles left to cough with, so she died. The other one is still alive. It would be a great story some day to find out where she is.

Then there were the two little Hamilton girls. And that was all in the same week, and that got national news—*Time* magazine was here and there, you know. And television was still in its infancy, but we were getting some coverage there. But that was the kind of stuff that attracted faculty from other institutions: “What’s going on out in Oregon? I thought there were Indians out there”—you know. So that was kind of fun.

Anyway, I’m way off your schedule.

ASH: No, you're not, because we were talking about the town-gown and the building of the hospital and the difficulties with—now, the Legislature had approved it, and the problem, then, was the other hospitals in town fighting it through the media, I take it?

ADAMS: Not much through the media. Undercurrents. The media wouldn't listen to them. We sort of had the media eating out of our hands, because they didn't have public relations programs like they do today. We had, and then they adopted our program. As a matter of fact, the state medical society tried to hire me away at a very high, high price, because they knew where all this stuff was coming from, and they knew they were coming from behind. Clyde Foley was the executive director in those days, and he invites me down to—you know, it's kind of interesting how all that stuff played out.

ASH: [Laughing] He tried to co-opt you, hire you away.

ADAMS: Sure. Those things happen. But I was now beginning to start collecting a little staff. I had, finally, a full-time assistant, two or three. Then I hired Mary Ann Ademino—then Mary Ann Lockwood—and Mary Ann became really my first full-time assistant. She was probably the first one that I had that was really well trained. I got her from a good friend of mine at the University of Washington, and, then, she was working at Reed College, and I hired her over here. Then we started adding more people for press relations and more people to do—I used to do all the publications and all the layout and the art work and do the copy and everything for our brochures that we would put out to get the students to come into our various programs: x-ray technology and dietetics and da, da, da, da, da.

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

ASH: All right. We're side B, tape one. New machinery, here. Sorry for the interruption.

ADAMS: That's all right. Anyway, we did put out a brochure that went to prospective medical students, outlining what the medical curriculum was and how it worked and how applications are done, and so on, which was unusual, never been done in the country before. We had requests from medical schools all over the country for that thing, because they were having the same problem. Believe it or not, there was a shortage of applications in those days. But that was the kind of stuff that we did.

ASH: Were you still handling alumni?

ADAMS: Still handling alumni. And I was still doing a lot of the lobbying, and I would go to every Board of Higher Education meeting, and talk to legislators, when I could. We were not allowed to lobby, because that was done by the Chancellor, but he would invite us down sometimes to go before committees and things.

ASH: Meaning you and Dean Baird?

ADAMS: Um-hmm. Dean Baird was not much on public stuff, going to things like that. Like, if the University of Oregon had a football game, the Dean always had two tickets. He'd send me and my wife down, and we'd sit in the President's Box and represent him, and so forth. Or at anything like—like things in the governor's office. You know, there are certain essential things that the Dean had to be at.

His health was not so good in those days. He had a chronic pancreatitis, which went undiagnosed for many years. He used to say, "I'm going to write a book sometime, and I'm going to title it 'Obscure Diseases I Have Had.'" Chronic pancreatitis mimics all kinds of things. You feel lousy, you vomit sometimes, you've got, you know, bowel problems. He had all these things, but he wouldn't go to—he used to say—he'd kid about it. He'd say, "The worst mistake you can make is to go see a doctor" [laughs]. So anyway, so this went on for years, so he would not be at work quite a little bit of the time. So Dr. Holman was kind of his major assistant. Dr. Holman was the head of the Multnomah Hospital and finally became an Associate Dean later on, because Dr. Baird was gone quite a little bit. Then, I worked for Charlie, too, for a few years after Dr. Baird retired.

But he was very, very—he'd play things very close to the vest, very few confidants in what he was doing, you know. Bill Zimmerman was one of them. I don't know if you've interviewed Bill or not.

ASH: Not yet.

ADAMS: Bill was very close. There were sort of the two. Gwynn Brice was mostly internal, hospitals and clinic administration and that sort of thing, very good; Bill was the inside guy, accounting, budgets, personnel; and I was kind of the outside guy. And that's the way most corporations are set up, too. The Dean was smart about stuff like that, because he didn't want to go to all these receptions and all that stuff. But then he'd grill me: who said what. And so he'd put this puzzle together. We'd have little fragments, and he was putting the whole thing together, especially during the town-and-gown thing, who said what and where's this, you know, so he could know how to checkmate. He was a great poker player.

ASH: The opening of the hospital, the opening of University Hospital.

ADAMS: Yeah. We selected Dr. Kleinsorge, who was Chairman of the State Board of Higher Education, a general practitioner from Silverton, a really nice man. Boy, he was strong for this school, so he was really high in its support, and he and Dr. Baird were very close friends, unusually close. So here you had the Chairman of the State Board of Higher Education and the Dean of the Medical School who were just [sound effect], and that's how we got to the place, Joan, where the President of Oregon State and the President of the University of Oregon were really getting upset about us. We were getting all the money. I mean, our budgets then were bigger than theirs, and they were really upset about that. Our annual budget for many years was larger than Oregon State and the University of Oregon.

And then the boss had—we had problems with the University of Oregon. Harry Newburn was the president down there, and he tried to move in and tried to get the Medical School under his aegis. The dean was a really good poker player on that one and finally got out from underneath that.

ASH: Now, we were called the University of Oregon Medical School.

ADAMS: But we were autonomous—“with administrative and faculty autonomy,” they had that in their—which meant you had no connection except by name.

So then Arthur Fleming came in, and he was very powerful. Of course, he'd been Secretary of HEW under Eisenhower. So he came up, and he and I started out really well. I got along great with Art. The power behind him was his wife. God, she was a smart woman. But he was the editor for a number of years of *U.S. News and World Report*, and head of the U.S. Civil Service Committee, and a real liberal. Dr. Baird used to say, “He goes around homogenizing churches,” because he was President of the National Council of Churches, too [laughter]. He'd say, “Here comes old Arthur. He's going to homogenize us now.”

But he would come up. I was in the office the day that Dr. Baird took him on. It wasn't long before he came up and he wanted to know how the Medical School and the Dental School [sic] could get closer together. A leading question. And the Dean's answer was classic. God, it was just—he really put him down, but in a nice way. He never would hurt anybody. Something like, “Well, until the faculties of these institutions,” he said, “are comparable in background, and so forth, and get a relationship going, there will never be a relationship.” And there couldn't be because we were totally medically oriented, and the University faculty was pretty much liberal arts and sociology and poli sci and so forth.

But Art Fleming had an office up here for a long time, across from the Dean's Office. Very few people know that. He would come up and have open house and talk to faculty, and so on—but it didn't work. He got into more and more problems down at the University, and, of course, they were expanding, too, then. But once a year we would have a joint—we'd have a nice little toddy-dah down at the University Club, a dinner and so forth, and—by then he had resigned to the fact that he wasn't going to get control of this place.

But he was a really nice guy. I really liked him. He was a really nice person, even though he was really liberal and I was conservative, and the Dean—but, you know, you get along. You were in the same fight.

ASH: Was that, perhaps, the beginning of our becoming a university?

ADAMS: Not yet. It's interesting. Arthur Fleming who was—see, Mark Hatfield was governor then, and Mark Hatfield gave one of the seconding speeches for Eisenhower at the Republican convention, to second his nomination. So the University of Oregon had this big search committee going on for a new president, and the guy they put the aegis on was—whoever it was, and all of a sudden Arthur Fleming's name came up, and he became the

president. And we always felt—well, I heard later on—because Travis Cross and some people down in the governor’s office I was very close to, said that Eisenhower called Hatfield and said, “I’m finding places for my cabinet. What have you got out there?” And, of course, Mark says, “Well, presidency of the University of Oregon.” And Eisenhower is, of course, Mr. Big, and Mark Hatfield was trying to make his name and become president, which is what—of course, he was honored. So Arthur Fleming, just like that, became—by the Board of Higher Education, without the approval of the faculty down there or anybody else. Bingo. That’s the way things were done. So I was in on that, and I always thought it was kind of funny.

But—no, the town and gown—the beginning of this—you don’t want to get into that, maybe, yet, but maybe you do, I don’t know. That was after Dean Baird retired, Dr. Holman became Dean, and by then the pressure was enormous to create a health sciences—to take these...

ASH: Where was that coming from?

ADAMS: Well, it was coming from the Legislature; it was coming from the faculty, inside; it was coming—enormous pressures from the School of Nursing, believe it or not, because they wanted—and so we finally changed their name to School of Nursing rather than Department of Nursing Education. And the nurses were very strong. Thinking in terms of the sociology of the time, women were really starting to move. And the Dental School felt they were not getting their share of the money, because, “that Dean up there gives everything to those medical students.” And it looked good to the Legislature to combine the basic science departments and to pull this institution together, and so forth.

And so Chancellor Roy Lieuallen, who was a very close friend of mine from the time he was the registrar at Monmouth, called me up one day, and I went down to see him, and he said, “I’ve got a special project for you.” So I went down to see him, and he wanted me to draw up a position paper, or a white paper or whatever they were called in those days, to combine the three institutions. And so I did the research project, and I went around and visited some of them, and how these health sciences centers—because that was the national—it was the big trend. Everybody was doing it, and “why aren’t you guys doing it,” type thing. And you know how these trends go. That’s the way it happens.

ASH: So you actually did some field trips, and visited places?

ADAMS: Oh yes. And then I wrote up this paper. Dr. Holman, I don’t think, ever really forgave me for that. See, he was the Dean here, and then he was toppled off when that went to the Legislature. It went to the Board of Higher Education, they approved—it looked really good, like on paper it was going to save a lot of money. It didn’t save anything, but it did get the School of Nursing their dean [laughs]. So anyway, they approved this, and the Legislature appropriated some additional money, and then we went out to search for a president.

I was on the search committee, and Bill Krippaehne, my good friend from Surgery,

and a series of other ding-a-lings. So my candidate was a guy by the name of Bill Rieke, who was the Chancellor at the University of Kansas. He was a friend of mine, and he'd done a wonderful job at Kansas doing the same thing. They called him Chancellor, but it was the same thing. All of a sudden this name of Bill Bluemle came up, who was the President in Syracuse, Upstate Medical Center. I didn't know where this was coming from, but in looking back on it now, it was the same thing as Hatfield supporting Eisenhower supporting Arthur Fleming. All of a sudden this guy, bingo. And to this day I'm still not quite sure where that—there were a couple of people downtown, very wealthy people, that I know were behind this. And all of a sudden, boom, he gets selected.

The search committee, we—I did not recommend him. I can still remember writing it down, “I do not believe he has the administrative skills and the strength to bring together these three diverse institutions,” and he didn't. As a matter of fact, he was a destroyer. I had a terrible time with him. His was the shortest tenure of any president in the entire history of the State System of Higher Education.

But anyway, he came from Syracuse, and it was strange. He was strange. He was really a different guy. He had this guy, John D'Aprix, who was a weightlifter, and I thought there was a strange relationship between these two guys. And Bill's wife was—she'd cry and rant and rave, and she'd call me up from Syracuse, and “What kind of house do I have to live in?” They had a really nice place on the coast in New York for a summer home, and she didn't live out here very long. I managed to get a home donated to them, up here on the Hill, and we spent, God, hundreds and hundreds and hundreds of thousands of dollars restoring and modernizing the kitchen and some of that stuff, you know, as a gift; and she never liked it. It was a great big, huge place. But we did not at that time ever have—we didn't have a president's home.

I had always prided myself that I could work with anybody, but this guy came along, and I—boy, I just... So Bill Zimmerman took a leave of absence, and he went to Arabia for two years. Bluemle made us both vice presidents, Bill and myself, and that went through—that had to be recommended to the Board of Higher Education and the holy water put on by them in order to make the deal. But I had some real problems with this guy. He was very liberal. He was the antithesis, probably, of the two people that I'd worked for before here.

And he got in trouble right away with the School of Nursing, so he eased Jean Boyle out. Then he eased Dr. Holman out of the deanship of the Medical School, put his own guys in. Bill Zimmerman was smarter than I was. He took off and went to Arabia to put together some medical schools, and that left me sitting here. I was the last of the old gang. Boy, he and I would go around and around and around in that office. Really bad stuff.

And I was in the office right across from him, over in the Ad building. Legislators would come in, have an appointment to see the President, and they'd spot me in there, because I knew them; and they'd come in and sit down and put their feet on the desk, and we'd sit and chat, you know, and Bill would come in he would just fume about that. Anyway, I guess he had to do his thing, and I had to do my thing. But I was a full professor

and I had tenure, and he couldn't fire me. No use going into anymore of that, because that's not germane to this, but it was one of those things where I finally saw the handwriting on the wall, and I said, "Gee, after twenty-six years, I'm going to do something else with my life." And some of my colleagues up here, they just rolled over and put their feet in the air and they stayed on, but I didn't want to do that, so I left, to a really pretty good job.

But by then I had—you know, you stay with an institution that long, you've just about given it what you—I started all these programs. I had a really good development program going then, fund raising program. The alumni I'd given, finally, over to Mary Ann. I think I'd been alumni secretary twenty-two years. I talked to the Executive Council of the Alumni Association, and they appointed her then, and they gave me a plaque and made me an honorary member of the Alumni Association, and so forth. I had some really good people in charge of press relations then. I hired—Marlys Levin was one of the later ones that I hired, and so I still know Marlys over here. Got people going full-time in these things.

I had a lot of administrative things to do besides doing this other stuff. I had the printing department and the medical illustration, the graphic arts and teaching carrels and all that stuff. I had a really good guy that I was able to appoint in charge of that, so, yeah, things really worked out pretty well. So then I left.

ASH: [Laughs] Where did you go?

ADAMS: I went over to Providence Hospital and started helping to run it. But that's not germane to this.

Let's see, where did we get off on this? This was on the question you had in mind about the teaching hospital and the town-and-gown thing and stuff?

ASH: Uh-huh. So after the University Hospital was built, the reaction of the community: how would you gauge that?

ADAMS: The community was wonderful in their support of it because the media was; but the physicians were not. But they weren't all not. There were many newer, younger guys coming in, and they came out of institutions that were sort of like this. So, they started quarreling and fighting among themselves, too, and it never really went anywhere. But they were after the Dean's scalp.

I know that in the early days, I had to go around—twice I did that, went around to each departmental chairman and had them sign a petition or a thing of support of the Dean. Even to—well, I did at one time really early on, when Hal Noyes, Dean of the Dental School, was still at the old North Pacific Dental College, I went over there. And he came in wearing his white coat, and so forth, and he sat down, and he looked at me and glared at me, and he looked at the paper and—of course, he and Dave Baird didn't get along at all, but there was a respect for—support for the professions there, see, so he signed it.

Then, the next time they were after his scalp was a guy that was a professor of pediatrics, Don Pickering. God, I'll tell you, that was a real one. Tom McCall was a very close friend of mine. The first speech I ever wrote was for a young Tom McCall, when he was a legislative consultant. And, then, later on, as he was Governor, I was on his sort of shadow cabinet. Tom, then, had left the Governor's Office and had gone back to KGW as a TV announcer or commentator. I had—that was the time the *Oregonian* went on strike, and there was a new paper called the *Portland Reporter* started. You may not remember that. But anyway, the guy that was the city editor of the *Portland Reporter* was the guy that used to be the UPI, United Press International, in town, and then he was on the *Oregonian* staff, and then he split and went over with this *Portland Reporter*. So he called me up one Saturday morning. "Joe," he says. It was seven o'clock in the morning. He got me out of bed. He says, "You've got a real problem." I said, "What's the problem?" He says, "Don Pickering." Don Pickering had gotten this huge grant from the government to start the Primate Center. Pickering didn't want—and the Primate Center was under the Dean of the Medical School, and Pickering got at cross purposes with the Dean. He had some great support, too. He had Howard Vollum, who at that time was President of Tektronix, who I also knew really well, and I was kind of in the middle, in between these things very often, because I tried to be friends on both sides.

So this guy calls me up, and he says, "You've got a real problem. Pickering has quit. It was a big blast. It's going to be in this afternoon's *Oregonian* and the Sunday." Because the *Oregon Journal* now was out: it was no longer. So I called the boss; he called Bill and Charlie and Dr. Ed West, who was the vice director—Pickering's vice director. Dr. West had been Chairman of our Biochemistry Department. A really nice man, Southern gentleman with a cigar; a great guy. West and Todd: the biochemistry book. So we were all there that morning. So Pickering, in the blast, had sent a letter of resignation to the Dean to resign. Big mistake. That morning the Dean picks up the option, picks up the resignation, accepts it, and appoints Dr. West as the acting Director of the Primate Center.

And I immediately rushed all this stuff down to the news media, so when the Pickering story broke, here was the Dean of the Medical School, accepting this and saying, "Gee, we're really sorry to see this happening, but we have a new director now." Pickering is out on this ice floe. Well, Saturday night on KGW comes Tom McCall with his comment about all this background and so forth. Well, he's a little behind the power curve. He did not have the information yet. He only had Pickering's story that he's resigning and the Dean of the Medical School is a no good bastard, and on and on. So I called Tom up, and, here, he's at home. So they make the change on the eleven o'clock news. But he didn't make it, because there was a big ice storm and he couldn't get back down to recut the tape, so the same thing was played at eleven o'clock, which made us furious, you know. But by Sunday it was rectified, and, well, that put me and Tom McCall at cross purposes, too.

So a few years later, when he runs for Secretary of State, I took an envelope, I remember, and I reached out my window and I cut off a branch of a rhododendron, or something, and I put it in the envelope, and I said, "A little old olive branch, Tom, [laughter] and I'd like to"—you know, and he called me up right away. "I'd like you to work on my"—

and that was all it took. So he and I then became fast friends again, and then he became Governor.

But Don Pickering almost sunk the Dean on that one. Boy, he was really close to that.

ASH: I've been trying to get a hold of him, and I think he's still in Anchorage.

ADAMS: No kidding. How about that? I never knew what happened to Don. What the heck was he doing up in Anchorage? He was a very smart guy.

ASH: Interesting place to retire to.

ADAMS: Yeah. The Chugach Hills, or whatever they call them, up there.

ASH: Do you remember what the big controversy was between the Dean and Pickering?

ADAMS: I'm trying to remember what the specifics were. You know, my memory banks are a little bit...

ASH: Someone said something about an IBM computer.

ADAMS: That could have been part of it. Don started doing things without going through the Dean and was becoming quite autonomous and got into some legal problems, I think, and some problems with budget, and so forth. NIH was getting on the Dean's back, because, "Hey, you're supposed to be running that thing, and this guy"—there were some problems between National Institutes of Health, which was providing the millions of dollars in grants over here to run this thing, and they were holding the Dean—because he was legally responsible; Pickering was supposed to report to him. Well, you know how it is. Even if you don't know anything about it, the buck still stops on your desk. And I forget. I really can't tell you. I'd have to probe my memory banks. Bill Zimmerman probably would remember that, but I don't. Did you ever ask this question of Gwynn Brice? Gwynn probably wouldn't know. She didn't know much about these things. Have you ever talked to Gwynn?

ASH: Linda Weimer has. We do have an interview from her, but I think it was Mike Baird who mentioned the computer, but he was pretty fuzzy on it.

ADAMS: You know, I'd have to think about that for a while. I really don't know the specifics of what happened there. It'll come back, but I just—right now, there were so many things going on, this place was volatile. God, we had—right about that time, why, the Dean called me in one day, and here's two guys sitting there in black suits, and they're Portland police undercover. The Chairman of our Pathology Department was caught doing some obscene acts over in a North Portland nightclub. So, we had to call him in and ask him to resign, which he did, you know. And this sort of stuff was going on. And we just had all

kinds of that stuff that nobody ever knew about.

In those days, Joan, it was really interesting. The news media—today, anything you do that’s wrong, like Clinton, it’s all reported. In those days, the media would call me up, like I got called one night late and a good friend of mine was on the police beat. He was a reporter from the *Oregonian*, Herb Penny. Herb says, “God,” he says, “one of your faculty members’ kids is in real trouble. He’s been caught knocking over telephones.” There was a certain magnet in telephones, and the kids were smashing them up and stealing the—“and he got caught, and he’s down there, and his name’s on the police blotter.” He was actually the son of Dr. Roy Swank, who was head of our neurology division. Very, very prominent. He was really great with multiple sclerosis and still has—I think he’s still alive and has about 4,000 patients that he follows. But—God, I’ve got this damn—I want to bail this kid out, see. I called Roy—and his wife was really nice gal, and Roy was really upset, you know. Two o’clock in the morning they’ve got to go down and bail their kid out. But there was nothing ever in the newspaper, see. Herb was a good friend, and he was a friend of the School, and nothing happened. Nowadays, [sound effect].

So we had all of these things going on. That was really, you know, pretty neat. Now everything is just exposed, and it takes probably twice the people in communications over there just to do what is required to be done. But those things were all going on at the time of the Pickering thing. The place was a madhouse. We were getting money in over the transom and under the door. We got so much money, we didn’t know what to do with it. Building buildings and letting contracts, and bulldozers—you never heard the clank of those horseshoes anymore. Never heard them. There were just jackhammers and cranes. And it’s been like that ever since.

Then we got into the big controversy—that’s another thing—on the Veterans Hospital. See, the Dean didn’t want that built. He felt that was—and I didn’t, either. My feeling was that they should have supplied the veterans with chits or something to buy the service from the other hospitals. But, boy, Edith Green was involved with that, and you were fighting a lot of money. You know, this was going to bring more payroll, to build that big thing up there, which I still don’t think is needed, but, then, it’s there.

ASH: Wasn’t Neil Goldschmidt involved in trying to get down around Emanuel, too?

ADAMS: Yes, yes, very much so. I never knew him very well. The last governor I really worked with was Tom. I walked out of my office one day, and [sound effect] who’s sitting there is Tom and Audrey, his wife. He was governor then. [Whispering] “Tom, what are you doing here?” [Whispering] “God, Joe, I’m in trouble.” So he was waiting to see the Dean. And he says, “I’ve let this damn prostate go too long,” he said. He says, “Too many governor things going on.” Well, that’s what eventually killed him. It metastasized and blew out the back of his brain. I called Clarence Hodges, who was head of the urology division, later on, and I said, “How’d it come out?” “Not good, Joe.” He said, “I don’t think we’re going to get all of it.” He went in and did the surgery the next day on him.

And then I got a call, I remember, one morning from Tom. One Monday morning, early. My secretary wasn't even in. And he says, "Joe, this is Tom." Well, here's the Governor of the state of Oregon, but he had this dang kid of his that was—I don't know if you knew about that, but his kid was really on drugs. Finally, he killed himself. But he says, "Can you do anything for us? This kid's got to get a job, got to get on a payroll somewhere." Sam McCall. Handsome, gosh. You know, he was tall, strapping. And the first time I knew about this, that kid was—Benson—I can't remember—gastroenterology—what was his first name? He was a Dean for a while here.

ASH: John.

ADAMS: John. John came into the cafeteria—I always ate with the doctors in the faculty dining room. John came in and Bill Krippaehne came in, and we were sitting there and eating, and John said, "Bill, I've got this patient. Can I send him over to you? He's got a real problem." He said, "I've been treating him for some GI problems, and," he says, "he's got this danged infection in his arm, and I'd like you to have a look at it." Bill says, "Who is it?" And he says, "Sam McCall." Bill says, "Been on drugs?" John [sound effect]. That was why the GI problems. He'd been opening his vein with a rusty nail, or something, and dumping stuff right into it.

So long shot, I talked to Dr. Baird, and it was fine, you know, bring him up. I called Bill Krippaehne, and Bill says, "We can't have him up here. No way," he says. "Any drugs that he sees anywhere, he'll take them, no matter what the pills are, and this would be the wrong place for him." So we got him on with the highway commission, and he did all right there for a while, and then he again went out, and he finally killed himself on drugs.

But Tom and Audrey were pretty heavy on the sauce. Tom was pretty close to being alcoholic, as was one of our chancellors, John Richards. A terrible alcoholic, and nobody ever knew it. There were three people: Dr. Baird knew it, I knew it, and George Saslow, Chairman of the Department of Psychiatry, where he was being treated. And he was one of these...

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

ASH: It's July 13, 1998, and this is tape two. I'm talking to Joe Adams. This is Joan Ash, and we're in the BICC.

Did you ever hear any stories about Dillehunt?

ADAMS: Oh yes.

ASH: Do you want to tell me any stories about Dillehunt?

ADAMS: [Laughs] Well, you know, you don't know when you pass on stuff, and I'm passing on things to you that I really don't—it doesn't really make any difference anymore.

Dr. Baird was Dillehunt's Assistant Dean, as you probably know. Dillehunt was an orthopedic surgeon. And Dr. Baird always had all kinds of stories about him.

Dillehunt was moved out of here when Dave Baird was put in, and he was really upset; he was really mad about it. So he'd take potshots and write letters to the editor, and there were columnists in the *Oregonian*; and he had some strange name that he'd use to take potshots at the school. But Dr. Baird said, "You know, Dillehunt was a funny guy in lots of ways." He said, "We'd drive downtown, and Dillehunt would say, "What's the matter with that guy, Dave?" because Dillehunt was an orthopedic surgeon, and Dr. Baird would look over and say, "Well, it looks like he's probably—maybe arthritis." Because the guy's kind of crippled. "Yeah, that's probably a pretty good diagnosis." And he said one day they're driving down, and "What do you suppose is wrong with that guy?" And Dave said, "Yeah, he probably had a broken hip or something." "Yeah, that's probably what it was." So one day they're driving downtown, and this guy's crippling along, and he says, you know, "Dave, what do you suppose is wrong with him?" "Well, he's probably got" da, da, da. And Dillehunt says, "Wrong. He doesn't have any leg. It's a fake leg." Well, Dillehunt had taken the leg off. He says, "How do you know that one?" "Because I took his leg off" [laughter]. That kind of stuff, you know. There was this camaraderie. Of course, the older man and the younger guy.

And Dillehunt, I guess, resented when the Board of Higher Education replaced him. I don't know if he was fired. Mike would know, maybe. That was always kind of obscure to me. Before I ever was around here. But I knew Dillehunt; I'd met him. But he was pretty upset with the Medical School, and I think because he'd been removed from a position of power.

And, then, which Dean was it? Was it Mackenzie? I got this call one day from the U.S. Bank, and they said, "We just opened a lock box." It wasn't Dillehunt. Maybe it was Mackenzie. Yeah, I think it was Mackenzie. Opened this lock box, which hasn't been opened in years and years, and there's a little vial in there in a little lead case, and on the side it says "radium." I called up Ty Hutchens, Chairman of the Department of Clinical Pathology, and we went down, both of us went down to the U.S. Bank. And, of course, if it was radium, the damn stuff puts out radon everywhere. They didn't know that in those days. So right away U.S. Bank is, "God, what are our lawsuits going to be? Everything may be irradiated."

Ty goes down—this was back in the early days of the Geiger counters and stuff, and he goes through there, and, thank God, it was clear. Why he had that in there in that lead box—but there wasn't any radium in it; it was just the lead box. And we were really scared. We did this on a weekend. Ty went down there with this Geiger counter [laughing]. He says, "God," he says, "I was"—you know, you didn't wear any protective clothing. They didn't know enough about it then. But it wasn't hot. But if it had been hot, can you imagine what would have happened?

ASH: And what was it doing there? What a mystery.

ADAMS: Well, radium used to be used for cancer patients. They didn't know how volatile it was back in the twenties, or whenever it was. They'd embed radium vials, and things, in people, and it was supposed eat the cancer up. It probably gave them more cancer. But it was one of these experimental things. I don't know why that stuck in my—or, why I threw that in, but that's the stuff that we worked on, you know. And, of course, nobody ever knew about this. But I always wondered what would have happened if that had been the real stuff. Gosh, you know, the lawsuits on that would have been incredible, because you've been irradiated. I mean, how much did you get?

[Laughing] There were things like that that. I'll never forget the time I got a call from the Medical School—we called it the teaching hospital, on the ninth floor. "Mr. Adams?" "Yeah." "You've got to get over here. We've got penguins everywhere." Penguins? So I go over there, and here are about five or six of these massive—what do they call them, the big penguins from the zoo? Charlie Dotter had been called by the zoo because the penguins were dying, so they shipped some penguins over here to have them take them upstairs and x-ray them. And the penguins escaped on the ninth floor of the hospital, and patients—all these visitors are—God, there are these damn big birds. Emperor penguins. God, they're big. And they were struggling and they were tussling with them and getting them down.

Well, I went over there, and they were crapping all over the floor. It was really bad [laughter]. So we finally got them to x-ray, and he made the right diagnosis. They had aspergillosis, which is some obscure lung disease, and they were dying. And Charlie made—he was—God, he was a smart guy. He made the diagnosis. But I'll never forget that day. Oh, God, the dang penguins running around.

ASH: Did that ever make the papers?

ADAMS: No, no, no, no.

ASH: That is a great story [laughter].

ADAMS: Old Charlie. I told some radiologist who said, "What kind of guy was Charlie Dotter?" I said, "Well, he was a little different" [laughter].

One day he calls up Dr. Holman. Dr. Holman used to tell this story. He calls up Doc Bean[?], "Come on over," he says, "I've got something to show you." So Charlie tells this story. It was really funny. "So I go over there. Here's this guy laying out there, dead." And Charlie said, "Now watch this," and he starts pummeling on his chest, and the guy raises up and clunks back, you know. And this had just come out of Johns Hopkins on reviving people by chest massage after their heart had stopped. Dr. Holman really got mad. He says, "Gol dang, a man only should have to die once" [laughter]. Charlie says, "What's the matter with you?" And, you know, Charlie says, "I'm saving the guy's life." Some of that stuff was just really bad, really bad.

And then we had guys who experimentally would do stuff that—God, just incredible. We had a guy that was head of the neurosurgery division. He was really something. He finally went to the College of Medical Evangelists, a Seventh Day Adventist school, as chairman of neurosurgery. This guy—we'd get reports, and we finally had to fire him. He'd open up a patient's head and have all this stuff going on, and he'd say, "Well, it's time for lunch," and take the gloves off. The patient's laying there, you know, under anesthetic. Well the anesthesiologist called the Dean, finally. "We can't have this guy there." He was going down to lunch and let the patient lay there, with all these electrodes and stuff. Well, one day—I forget who picked up on this, and the Dean got them. Boy, he was really mad. That's how he got fired.

Arch Tunturi was a professor of anatomy, and Arch did all kinds of manners of study on the acoustical, the hearing system. And he'd always have cats anesthetized, and was—I'd hate to go in there. God, the electrodes out of them, you know, and they had—and two pulse stimulations. You'd see all of the oscilloscopes going up and down. We never took anybody up there because we had the antivivisectionists to worry about.

Well, one day, I guess he and Austin—Austin was the neurosurgeon—decided they're going to do a little experiment. So they hook up from the Medical School, Surgery, over to what we call the Basic Science Building, where Arch Tunturi had this bank of fifty oscilloscopes—fifty of them—and they hooked up by telephone wire, or something, into these electrodes into the brain of a patient and were going to run the studies from there over to here, and so forth. Well, boy, that did it. That was very unethical. And without patient permission or anything.

We had quite a bit—not a lot—we had quite a bit of that stuff that went on. One guy using experimental drugs on the patients out at the Oregon City Hospital without permission. Stuff that you read about, you know, like the black guys they gave syphilis to back—you know, all that sort of stuff was going on. And it may still be going on. You wouldn't know about it and neither would I. But that's the way some of these people are. They just have—sometimes you wonder about how they were educated, what kind of morality they've got.

Anyway, that's way off of the subject.

ASH: Well, you know, it's not, really, because we have the Institutional Review Board and the Committee on Human Subjects and all of that now, partly because of those things that used to happen, to prevent that.

ADAMS: And they still would get around them. These people were really the Dr. Frankenstein types. They get so absorbed in some of this stuff, Joan, that they just—really, really very different group of people, working with doctors of medicine.

ASH: Well, moving off this, just so I don't miss it, I wanted to go back to Dr. Starr, because you knew him, you know him. Do you remember when he came?

ADAMS: I don't know the dates anymore. Dr. Dunphy brought him in. I can remember my wife and I—they had a reception in the evening over in Dr. Roy Swank's backyard. Roy had a nice house. I sat down at the table with Al and Marsha. I didn't know who they were. They were just a very young, Jewish couple. Really a nice couple. And we had the best time, delightful, and he told me what he was doing. "I never heard of open-heart surgery. What's that?" "Well, you go into the chest, you open it up"—you know. He was doing dogs. I thought, "Oh, another fruitcake coming to this campus [laughter]. Holy cow, we've got a real problem."

And, then, he'd come in every once in a while. He knew publicity, how to use it. He'd say, "It's like money in the bank." When you need a little help or need some more grants or something, why, you issue a little news story. But anyway, he'd come into the office, close the door, and I'd say, "Well, what's the boy wonder got going today?" "Well, we've got this going on," you know. He did those first studies, and I already told you about them, of how we held back the news media from reporting on it until he felt he was going to have a successful one. But he really worked hard. Al really worked hard. The Medical Society just excoriated—because he was making so dang much money. See, you get right down to the bottom line, it's greed.

ASH: When he was here, was he making the money in University Hospital?

ADAMS: Sure. And over at—then, when it got too hot, why we got him an appointment over at St. Vincent's, and he started the thing over there.

ASH: So it wasn't against the University, what made him go over there?

ADAMS: Oh no. We had joint appointments. No problem. I think he's still on the faculty here. I don't know whether he operates anymore or not, but they'd operate here and they'd operate there. That was no problem. We had guys deliver babies here and guys deliver babies over there. That was what we called the geographic full-time plan. And if they didn't do it geographically here, they were 95 percent full-time. The five percent they could do anywhere they want. And some of that money went to them, and some of the money went into an account to support faculty, et cetera.

I think there was a lot of abuse of that. The Dean looked the other way on that, quite frankly. He knew there were abuses, too, but it was the only way you could hire and keep people of the caliber that we had in those early days, because we could not appropriate the kind of money it would take to retain those people on a faculty. Outstanding men from around the country. So you get them in here, and they were—that five percent they were probably fudging on. The five-percent time where they used Medical School facilities they were supposed to pay heat, light, rent, whatever, just a little—you know, just a little slap-on-the-wrist type thing. But from an accounting standpoint that made it okay. And so that worked out okay, and these were outstanding people, and they brought a lot of good medicine, good teaching to our students, so our students were getting the benefit of that.

And we had the support, then, later on, of the Alumni Association. While the Medical Society was fighting us, the Alumni Association was supporting the place, and sometimes they were the same people. It was a real dichotomy. It was really strange. But, it worked, and we had fun.

But Al Starr was certainly one of the more outstanding people. Very inventive. He and Lowell Edwards invented that artificial valve, you know. Really right on the cutting edges of medicine. This institution became nationally, at that time—as Stan Jacob said one day not long ago, he says, “You know, Joe,” he says, “looking back on those days,” he says, “they were giants. They were giants.” And they were. Nationally recognized. Chairmen of this and head of that and on national committees. I suppose there are still a lot of them there today, but now it’s kind of more diffuse, the place is so big. It really is.

ASH: Well, tell me about Stan Jacob. When did you become friends?

ADAMS: Well, Stan and I were friends right off the bat. He was a young surgeon, brought in, again, by Dr. Dunphy. He and a guy by the name of Bob Herschler were monkeying around with dimethyl sulfoxide, DMSO. And Bob Herschler was a scientist, a biochemist or something, with Crown Zellerbach. And Stan at that time was doing cryobiology, where you could freeze somebody up and then unfreeze them. “Take Winston Churchill before he dies, freeze him up, and then bring him back for another war,” he used to say [laughs]. So anyway, he was doing all these strange experiments.

So one day I get a call from a guy by the name of Parris Emery. “Joe,” he says, “I understand you’re doing some really interesting work in cryobiology up there.” Parris Emery was a United Press-Fox/Movietone photographer, and he was on his way back from covering something in Alaska. He went back so far, he covered the Graf Zeppelin fire and some of that stuff. He was one of these guys—he never had—in those days there was not built into cameras, like we have now, where you’d have to use a light meter and stuff. He just would take a guess at it and he would take these pictures.

Well, he was not a young man then. He was pretty senior when he came to my office. So we took him up to see young Stan Jacob. So Stan says, “Well, we’ve got to do this,”—and Parris was anxious to get back to New York. But anyway, so we set the experiment up, but we skipped a couple of steps. What he did was freeze this rat up, and you’d hold a mirror in front of the rat’s nose, and there was absolutely no life at all. I mean, this rat was dead, like a dead rat in a mill pond, sort of floating, you know. But he’d been loaded with DMSO. So, then, he heats him up, and pretty soon the rat starts to move and starts to breathe again. I’ll never forget Parris. Parris says, “That’s the goddamnedest thing I ever saw in my life.” He couldn’t believe it. So he goes back to New York, and right away he calls me up, and he says, “They won’t accept it,” because we missed a couple of steps. “I’ve got to see the whole”—so he comes out especially and shoots the whole thing again, and it’s on national TV, you know.

And Stan, then, of course, had noticed that this stuff was going through the skin

barrier, because he and Bob Herschler could taste this stuff after ten minutes. So he began getting this idea of maybe we can combine it and carry other stuff through the skin, and whatever it is, you know. And that's the way it worked.

Well, then, of course, the news media was on this like a June bug. Boy. And guys were all putting it on their hair and—"Look at the hair! I'm raising new hair on me!" And it became kind of like a Hadicol or an elixir of life. And the news media was—I would tell Stan, "Don't talk to them." I said, "You're your own worst enemy." And Dr. Baird would talk to him. But the Dean stood behind him, and his boss, Bill Krippaehne, Chairman of Surgery—because he knew that Stan was a John and Mary Markle Scholar, and he was a dang good surgeon, and, you know—but he'd gotten off on this DMSO thing.

Well, when he did this he got into trouble with Wally Lobitz, Chairman of the Department of Dermatology, and Hod Lewis, who was Chairman of Internal Medicine, because he was getting into their fields. Oh, the animosity. If you get out of—you know, it's like a plastic surgeon: "How far down the nose can I go before the otolaryngologists are on me?" "You're into my field." So that's what happened. The antagonism was awful. It's still here to this day. Still here. And that's why he's still only an associate professor of surgery, if you want to know. He's never been promoted to full professor, after thirty-five years, or something, on the faculty.

Anyway, he went along with this stuff, and there were all kinds of things. It's probably the most researched drug in all of history. A guy by the name of Pat McGrady, who's been long since dead, who was science editor of the American Cancer Society, came through. Pat wrote a book called *The Persecuted Drug* on DMSO, and that went throughout the United States. It was even in paperback. And he told of all research that was going into it and all the successes and the animosities and so forth that were involved in this. Pat McGrady was an exceptionally smart guy. He was a really nice man. I used to tell Pat, I said, "God, you got to watch that stuff." He'd smoke one cigarette after another, and he finally died. He got lung cancer, and, boy, it nailed him. His hands would be all—those nicotine-stained hands that Rush Limbaugh talks about, well, this is what he had [laughs]. So Pat finally died. But he wrote this.

And Stan has been the center of controversy since those days. Now he's got his little office over there on the bottom floor of the Administration Building where it connects into the Basic Sciences Building, whatever you call Baird Hall, the other one. And he sees patients every day. I was up there last week, as a matter of fact. Really, really, really intelligent guy. Mark Hatfield is very close to Stan.

I can remember Sandy Koufax, in the World Series down in—they were treating his shoulder. He had really a bad shoulder, and they were treating him with DMSO every day, and he won the series that year. Behind the scenes, you know.

The stuff really is curious. It'll work on some people, and some people it won't work on. I've been taking it for about five years, orally, because I had a bad back for fifteen years. I

finally came to Stan to get something to rub on, and he said, “Why don’t you do this?” So he puts me on this stuff. And by then it was so bad, with massive headaches and stuff; and I haven’t had anything since. It worked great on me. He said, “Joe, I’ll have to tell you when you first start,” he says, “backs are really tough.” But it worked for me.

They’ve changed the ph in it so you don’t get the taste and the smell anymore. So a lot of people—I used to be able—I’d go to the alumni meetings, and we always have them over in the library. Doctors would come in three, four, five hundred of them, and I could smell the ones that were on DMSO. I’d say, “What are you using it for?” “Sh, sh, don’t talk about that,” the ones that did it, see. They wouldn’t admit it. I bet half the faculty here has been on it at one time, but they wouldn’t admit it [laughter]. Oh gol.

Poor Stan, though. He has been treated so shabbily. He’s resilient. He’s Jewish, and, by God, he’s going to come back, and hell with them. I admired him. He and I were really tight, really good friends. Treated terribly shabbily, really bad. But what can you do about it, you know? The Dean, Dr. Baird, was behind him. Dr. Clare Peterson is his close friend, who is the former professor of surgery here and very well known throughout the United States; and Bill Krippaehne. He had his supporters, but, boy, did he have people who were antagonistic on this faculty. Really. And that’s part of the reason that they wanted to get rid of Dean Baird and all—because he had all these connections with all these people, and that wasn’t right, you know.

Gwynn and I, Gwynn Brice, one day we—for years and years, I handled the commencement exercises: made sure all the gowns were there and who the speakers were and the timing, and were all of the diplomas stacked properly so that when so-and-so came up he was—you know, all da, da, da. Well anyway, we finally decided—one year it got so big—we used to hold them in the library, which is very small, over here, the Old Library, so we got the Coliseum—not the Coliseum, the...

ASH: The Schnitzer?

ADAMS: No, the one across from the fountain downtown. Where they have all the plays and stuff. Down the street from the Schnitzer. Anyway, it’s the big one. So we used to rent that every year. Well, the first year we rented it, now we could have caps and gowns. We’d never had caps and gowns before, because we couldn’t get all the faculty in. So now we had all the faculty come in with, boy, all the pomp and circumstance, and martial music and so forth. Gwynn sits there and says, “Look at that.” I said, “What are you looking at?” She says, “Look at all the red.” I said, “Oh yeah.” It wasn’t really red. What is it that Harvard has?

ASH: Crimson.

ADAMS: Crimson. She said, “Every one of them is a damn troublemaker” [laughter]. Here they were, they were wearing their crimson. Boy, it just stood out. It was really good. They were the ones we were having the trouble with. I said, “You’re very—I

never would have made that observation.” It was kind of funny. Anyway, that was—so that’s the story on Stan. There are a lot of stories on Stan.

ASH: When I first came here, there was a lot of talk about Stan. And there was a lot of talk about psychiatry, and they were using electroconvulsive therapy. Do you remember anything about that?

ADAMS: I think they were going back to prefrontal lobotomies a little bit and using antiquated methods that had been tried and had been dropped off in the thirties, and so forth. Electrotherapy; dash them from hot to cold baths; shock treatment, da, da, da, da, da. I don’t know about that. I did finally—when I ended up, I was the social administrator over at Holladay Park, and we had a fifty-two-bed psychiatric unit there. And they were using a lot of that stuff and, boy, it scared me. Some of those psychiatrists over there, I thought, oh, God. Don’t ever lose my mind. I never—don’t put it on the tape. I never—I had a lot of problems with psychiatry, a lot of problems with that department. When I say “I”—from the standpoint of public relations and problems that we had, and patient things. To me, one of the bright spots was Joe Matarazzo in Medical Psychology. He was really—he and George Saslow got into one hell of a fight. Wow. Because Psychology in those days was under Psychiatry, so Dr. Baird split the departments, made them autonomous. First medical psychology department in the United States is right here, because these two guys couldn’t get along together.

ASH: Saslow was psychiatry?

ADAMS: Um-hmm, and Matarazzo in psychology. I think Joe’s still departmental chairman, or he may have resigned by now, or retired.

But I’ll never forget one day, God, I got this call. I went tearing over there, and fire trucks were coming up, and cops. This gal had gotten out onto the fifth—Psychiatry was on the fifth floor. She had broken through one of the windows and was hanging on like a fly on the side of the building. Fire trucks were coming up with their big—they were starting to open up their, you know, the things that drop—whatever you call them that you jump into. And I never saw anything like—the psychiatrists were just—George Saslow was not here, he was somewhere else. The psychiatrists were wringing their hands, they didn’t know what to do. Young Joe Matarazzo got out there, and he started talking to her, and he talked her into getting back in. I never saw anything like it in my—the others had given up.

First thing he said, “Get those fire trucks out of here. Get everybody away. All she wants to do is put on an act.” And, of course, it was right where the Dental School and the Med School hospital kind of come together. So we went over and we got all the fire trucks and the cops and got all the people from the Dental School back in the building, and now she didn’t have anybody to put on a show for. You know, a lot of it’s play acting. To make a long story short, why, they got her back in and put her on treatment. So then she went back to Astoria, or wherever it was, and then killed herself anyway, which is the way they often do. It’s kind of sad. But I really—I had gotten a different slant on Joe Matarazzo then. A very, very sharp guy. Took command of the situation when the psychiatrists were all saying, “Oh,

what do we do now?"

And Joe later on did a story. It was really interesting. He was under some kind of a grant or something from the Portland Police Department where he screened police candidates for their cadet school, give them the examinations, you know, psychological exams and stuff. He came up with his finding—and this really irritated the doctors—he came up with this finding that the average cadet selected for the Portland Police Department had the same IQ as the average medical student, because Joe was on the Medical School admissions committee. Oh, oh, God, you could have—"A cop is as smart as I am?" [laughter]. It was just awful. And it was in—it went around the country for this study.

He had done a lot of the studies, Joe had, on the early days of the astronauts. He did their psychological studies. Well, it was pretty hard to quarrel with him, because he's a—but he took a terrible beating on that. Oh, the faculty just couldn't believe that some doctor...

ASH: [Laughing] I find that very comforting, actually.

ADAMS: Yeah, I thought that was pretty good. IQ doesn't have an awful lot to do with, you know, a lot of this stuff. They were about the same—I don't know what they're running, but 130 or 150 or something. And I remember we published that report to the alumni and caught hell for that one, as I recall [laughter].

I get way off. You know, some of these things, Joan, I haven't thought about for years and years and years and years, and some of them probably should never be out and reported. But that was the way it was.

ASH: I have interviewed Mary Ann Lockwood partially. We didn't get through the Laster years. Actually, we barely began the Laster years, but she had such wonderful things to say about you.

ADAMS: She was a good gal. Mary Ann was very—she was a good gal. I could leave her in charge of things and know it was going to get done and know it would be done right. Yeah, she was a good person.

Laster was—I had met him. He was real strange, at least the people that I knew up here, just like his predecessor, Bluemle. I think they've got a good guy in now. The doctors that I know think he's really very, very good.

But we went through some hard times, there, with presidents in this institution. But who was—was this fellow after Laster, or was there another one? There was Bluemle, Laster—what's the name of this fellow, the president?

ASH: Kohler.

ADAMS: Kohler. Pete, yeah, Pete Kohler.

ASH: Well, before we had Dr. Kohler, Dave Witter was Acting President.

ADAMS: Oh yeah, I knew Dave.

ASH: But there was no permanent...

ADAMS: There was no permanent person, yeah.

ASH: And Dick Jones was Acting President between Bluemle and Laster, it must have been.

ADAMS: Yeah, and Dick was a nice person.

Dick was Chairman of Biochemistry. He replaced Dr. West. Dr. Baird called Dick in one day and put the holy water on him. He was very young, he was very smart; I think he had a Ph.D. and an M.D.—and made him chairman of the department. Dick had a really volatile temper, really, really bad. I forget, he got into some kind of thing, and was unhappy with my printing department. Just raised hell down there. Threw things around, and so forth. So the Dean calls him in, and—I can see Dr. Baird looking at him and saying, “Dick, you know, you are your own worst enemy.” And he gave him a little lecture, and, by gosh, you know, Dick really came around. He was a pretty good man. He took it. He would take it because Dr. Baird was kind of a father image, see. But he was very intelligent. He was a good man.

Dr. Baird probably had the reputation of being the best psychiatrist in Portland, even though he was an internist. But I’d see faculty members going down there madder than hell or whatever it was, dragging their feet, you know. They’d be in with the Dean for half an hour or something. Out they’d come, bouncing along. He just knew how to get people up and going again. Leadership. That’s what that is, leadership. He knew how to lead men and women. He had his drawbacks, you know, but, boy, his deficits were very small, compared. When you think of what’s here today, there was nothing when he became Dean. Everything has to start, and you start building and building. But nothing had ever happened to this place for—well, of course, the war had come along and interrupted things, but—I never could say too much about him. He was really, really a fine human being.

ASH: Do you know Mike?

ADAMS: Oh yeah.

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

ASH: I’m going to be interviewing Herb Griswold.

ADAMS: Oh, for gosh sakes. Are you really?

ASH: So I wondered if you could tell me about him. He's living right up at the top of the hill.

ADAMS: I didn't even know Herby was still alive. He came out of Johns Hopkins. Brought with him the technique which he taught to cardiologists here, and it was cardiac catheterization. Really new. See, these are the things upon which Al Starr eventually based his surgery on, was early work like that. Run the catheter up into the heart and take the pressures in these various chambers and see how much oxygen is, and da, da, da, da, da. And you could run it up and visualize it on the—really, really a nice man, and a good name nationally. Very mild mannered, really, you know, just a—gosh, I hadn't thought about Herby in—we used to call him Herby—in years and years and years.

Is that who we're talking about, the former cardiologist?

ASH: Yes.

ADAMS: God, he's got to be—how old is Herb? I don't know how old he is. How in the heck did you get a hold of him? He'll tell you about the way the place was in the early days. He was here, I think, when I came. He was really one of the very few that was here. He just beat me to the place. I think he was here

He was working under Dr. Howard P. Lewis, who was very distinguished, Chairman of the Department of Internal Medicine. Brought in a lot of good people, Dr. Lewis did. But, see, between Herb Griswold and Charlie Dotter, with his x-ray techniques, rechannelization of leg veins and early studies, and so forth, and—who else was involved? Other people that really made possible the open-heart surgery program that we eventually developed here. Of course, good surgeons, and so forth, but—and then we had to acquire the pump oxygenators. It took something like twenty-two pints of blood to prime those things. God, you walk into surgery, and there was plastic tubing everywhere with blood running through. It was really kind of strange.

ASH: How did you get involved in this? I mean, actually you went in and watched the surgeries?

ADAMS: Oh yeah. Al would always give me a cap, gown, and I'd watch him do his stuff, see. So I did that with a lot of the departments around here, go right in during therapy. I used to sit with the admissions committee sometimes when they would interview the medical students. I would sit in on various departmental meetings and sometimes make patient rounds. See, my brother was a physician, too, and my mother had been a nurse, so I had a kind of a medical background. One place I never really liked very much was Anatomy, walk in with all the stiffs laying there. [Laughter] I used to tell Tony Pearson, "Don't invite me up here." I'd walk in, and the medical students would be dissecting, and they'd have a sandwich sitting on the guy's head, you know [laughing], and, here, the neck and head was all dissected. God. And the smell. I didn't like that very well.

ASH: But you got around. So part of your role as public relations or information services, or whatever you were called at the time, was just kind of soaking up what was going on.

ADAMS: Yeah. The learning. It was a big, important place, and you couldn't—it was hard to really represent the place without—I don't know, they probably don't get that chance to do that now, but I did.

When I first walked in, I remember, to the faculty dining room, back in 1951, in January when I came here, I would sit down, and everybody would shut up—"Who's this guy?" Because I was an outsider, and I didn't have the degrees, and also represented the Dean [laughs]. But it wasn't only about a week or so and they were starting to talk.

And I remember the first story that I wrote was for—what was his name? He was in Biochemistry. He'd just gotten a grant, a \$6,000 grant—and, boy, that was a lot of money. Johnny Van Bruggen—in biochemistry, to do something. So I spent some time with him asking what he was going to do with the money, and he'd show me the techniques, and, "We're going to do this and we're going to do that, and, hopefully, here's what we want to get out of it," da, da, da. And I'd go back and I'd write up these stories. Then I'd truck them down to the newspaper, and they'd look at them and, God, they'd run them just exactly the way I—well, you start building on that, see. Then you've got a—first from the public, they thought it was great, "Oh, they've got those doors open up there," see.

And then I started putting out a report to the alumni so that all the alumni, quarterly, would get informed of what was going on, and that got to be, eventually, a slick publication with pictures and stuff. Then I started a publication called *What's Going On*, which was kind of a house magazine. That was hard work, because I had to do all these things, and I didn't have any help. Only me. And then I started what we called *Campusgram*, which was a thing that we put out, I forget, once a week.

ASH: Weekly.

ADAMS: Yeah, with meetings and stuff that were going on. The place was getting to a place where we needed more internal communications. And, then, for new employees I developed an employee handbook: rules and regulations, civil service and so forth. Then I did that with a faculty handbook. And all of those—I say "I," "I," "I" because that was what I did the first three or four years, because I didn't have any help. Mary Ann was really the first one that really could come in and really be a helpmate. I could tell Mary Ann, "Why don't you do this?" and she'd do it. Before that, I had a series of people that were journalists, trained, but some of them couldn't even write. It was really pretty bad.

But anyway—so those were things to develop the internal communications, as well as the external communications. There was no communication, there was nobody talking to anybody, see. So I had to go around, and I would learn these things when these research grants would come in. They wouldn't put in the newspaper today—if a grant came in for

maybe \$500,000, they might put a little story in, but in those days it was big news to have a \$6,000 grant come into this little, obscure place out here in Oregon and to have people that could attract that kind of money, you know, but that's what happened. It's kind of a bootstrap operation. You just kept doing this.

Herby Griswold. You be sure and give him my regard.

ASH: All right, I will. He sounds really good. He sounds like he's doing just fine.

ADAMS: Oh yeah, he's a loquacious guy. He's full of stories. He's a great guy, a good personality.

ASH: Let's see. We talked about people you knew; your different positions; town-gown. Women and minorities: one of the things Mary Ann Lockwood said when I interviewed her was that it was very difficult for her to be accepted around the Medical School as a professional. Probably Marian Krippaehne was the only other faculty person.

ADAMS: And Gwynn Brice. When Mary Ann came in, she didn't have her degree. She was about a half a year shy of having her degree, and I kept getting on her. I think by correspondence course, or something, she finished her degree. I said, "You've really got to get that. Even though it ain't much up here, you've got to have that baccalaureate degree," which I think she was always happy that she did. I really got on her.

I hired almost exclusively women because I couldn't afford men. Men always made more. Women made lots less money. I can remember sitting in the boss' office, and they were going over faculty raises, and there'd be an associate professor of dermatology: "Well, we'll give him a \$6,000 raise this year." And here was one that's a woman: "Well, we'll give her \$2,000." That's the way it was, that's the way it was. And nobody even thought any different about it. If you were head of a family and had some little kids, you got more money than somebody else, because that's the way the Dean was. He was people-oriented: "he needed more money than this other guy who's still single," type thing [laughter]. Really. You can't do that now.

But when I left here, I had hired quite a few women. Mary Ann, of course, was a faculty, and there were some others, and I made sure they got faculty—I was the first one. And that worked out pretty well, because when they got into this little tiff up here and had some lawsuits and things, there was a gal—I can't remember her name. She and I always were friends. She worked in the accounting department, Bill Zimmerman's department. What was her name? She was a real hell-raiser. She was one of the leaders in getting women's rights and getting money, you know, and so forth. I can't remember her name. She and I always got along really well. Boy, she was a tiger. But anyway, that strike, that's what happened.

ASH: So she was just one of the first to be professional...

ADAMS: Well yeah, and then there was a gal over in—what was her—Fran Storrs.

ASH: Yes.

ADAMS: Fran and I were really good friends.

ASH: I hope we get to interview her.

ADAMS: Oh yeah. Oh, God, you ought—she's fun. Oh, they hated her guts. Oh. See, what happened one time, they made a mistake. The Sommer Memorial Lecture Committee had this exclusive—they'd hold these things out at the country club, the "wearing of the mink," and when they were in town—the Sommer lecturers were brought in from around the world. And so they had this big thing down at the—what's the private club down at the end of the Park Blocks?

ASH: Not the University Club?

ADAMS: No, it's the other one.

ASH: Arlington?

ADAMS: Arlington. Men's club. [Laughing] They'd have these receptions. God, booze and cigars, and, you know, accolades, and the Sommer lecturers got their plaques, and da, da, da, da, da. So one time they invite these people down, and they didn't know that Fran Storrs was not a man. So she gets the invitation. So she goes down, and they didn't know she's a woman, and she couldn't go in here. She just really rattled—[laughing] oh, God, was I—I'm calling her up and saying, "Keep going, nail them." And she really, really raised hell. I can't remember now if they still allow women. I think they allow women in there now. They didn't then. She broke that one. You've got to talk to Fran.

ASH: Good for her.

ADAMS: Oh yeah. You've got to talk to her about this. She may be a little reluctant. Some of these people are reluctant to say anything because they may still be on the faculty or volunteers or still associated with the place. Me, I don't care. I'm old enough, I'm seventy-three, I don't care anymore, see. But, yeah, you've got to talk to Fran. She's a good gal. You'll like her. Heck of a good dermatologist. Really good.

ASH: Any other women that we should definitely interview as being early women on the faculty? We talked to Marian Krippaehne already, and we'll do Fran Storrs.

ADAMS: Ruth Matarazzo.

ASH: Ruth we did.

ADAMS: Gee, they were pretty scarce. Women were very scarce when I was here.

ASH: I guess. And then all of a sudden there was quite a few, so that now, there are...

ADAMS: Oh yeah. Then all of a sudden, you know, things were opened up and then that's all gone. But, boy, things were tight here in those days. That was different. Bertha Hallam, of course, was a faculty member. I don't think she ever made over instructor. And I think Gwynn Brice—I think Gwynn finally made assistant professor. She was here before I was, and I was full professor, and she was still assistant. I don't think she ever did get—I talked to Dr. Holman one time. I said, "Gee, why don't you move her on up?" "Well, she's got enough money now. She's single."

ASH: What about the nurses?

ADAMS: Oh, they were faculty, yeah.

ASH: They were faculty, and...

ADAMS: But they were subservient, they were just nothing [laughter]. I used to tell my mother about that. I said, "You nurses were no damn good." But, yeah, they were different, but they were really second-class citizens, they really were. You know, I'm telling it the way it was in those days. Jean Boyle, of course, was a very strong woman. When she was Dean of the School of Nursing, Jean was strong. Not that she got her way, but it was an uphill climb all the way. Gosh, that woman worked hard. But she did it diplomatically, never became angry. You know, a superb person. I always thought she was just super. And her predecessor was—really didn't know how. She was part of the old, old, old school, you know. So then Jean came in. Then the gal came in behind Jean, who was the first one, really, that had a Ph.D.

ASH: Dean Lindeman?

ADAMS: Um-hmm. I didn't know her very well. I was leaving about then, and so—Bluemle and I were going around and around. One day it would be the iron claw and the next day it would be the velvet glove.

ASH: Was that part of the problem, an inconsistency?

ADAMS: He would listen to this voice, and then he'd listen to that voice, this and that. There were a lot of voices on the faculty that wanted to get—you know, it's the Machiavellian. You come in and get rid of all your friends and you get rid of all your enemies. It's the new broom. He was the first new president. Get rid of everything and redo the whole place, and we'll just be fine.

Well, boy, he got into trouble with the Legislature right off the bat. God, they were

calling me up, and, you know, I'm really in a bad position here, because I knew a lot of them. Just buried one Saturday: Bob Elliott, who was a really good friend of mine, had been in the Legislature four terms, sixteen years, or something. Really great people that were very supportive of this place. And they'd call up and [sound effect] wonder what's going on. So that's really what caught up with Bill. I left, but it didn't take long before the Board of Higher Education had so much flak, and the Chancellor, that—it may have even sunk Lieuallen. Lieuallen was the Chancellor then, and I think it may have sunk his ship, too. When these things start sinking, things start going down everywhere, you know.

But, you know, that's all part of the history. The place was always—if you go back in the early days when Dr. Larsell wrote a kind of history of this place. Not too accurate, of course, according to Dean Baird. Dr. Baird said the book was not too accurate, but I didn't know because I wasn't here. But even then it was full of controversies.

One of the major problems, of course, when I came here, with twenty-seven faculty members, was parking. They got into the dangedest fights. Parking is still a problem [laughter], but in those days every doctor had their little sign. Dr. Jones, Dr. Smith, Dr.—boy, you dasn't park there. There would be real problems. And, of course, way out behind, where the Vollum Building is—that was all flat, there was nothing out there, that was all just parking out there, what little there was.

Clemons, who was superintendent of the physical plant for so many years, dead now, he said, “They just can't keep building those buildings. They're going to put so much weight on that hill, it's just going to squeeze out at the bottom” [laughter]. I don't know if that's true or not, but you've got an awful lot of weight up here.

ASH: More and more all the time.

Well, we probably should close. Do you have any questions you'd like to ask me, or is there anything I've forgotten to ask you?

ADAMS: No.

ASH: There might be another chance.

ADAMS: I could sit here and tell stories all day about stuff that, you know, hasn't occurred to me in years and years.

ASH: Well, this is exactly what we want, because, if you read the Larsell book, for example, it's very hard reading, and there's nothing personal and no stories.

ADAMS: Not very much fun.

ASH: It's not much fun. And it's the stories that bring things alive.

ADAMS: Yeah, and it makes the institution human.

ASH: You should think about writing a history.

ADAMS: Bricks and mortar, you know, doesn't—well, my history, I suppose, is when I edited the report to the alumni all those years, and *What's Going On*. That, if you ever go through those, they—you know, every faculty appointment, every—and little anecdotes and little stories of things that happened. But not stuff behind the scenes. You can't find out about the Donald Pickerings and some of that really bad stuff. Really, really pretty sweaty.

That sticks in my mind, that Saturday morning over at Dr. Baird's house, and it was cold, and got a fire going in the fireplace, and Pickering was resigning, and we were going clear back to Washington—it no sooner happened than he'd gotten a hold of Edith Green in Washington. I mean, there was a lot of pressure, boy, that we're going to get this Dean out of here, and it backfired, because the Dean was foxy. "I accept your resignation. Sorry. Thanks so much. Good luck" [laughter]. And I found out from him, never resign unless you're ready to do it, because somebody may pick up—you use it as a threat, which he was using it, but the boss picked that option up [laughter].

ASH: Hopefully, we'll get to him, and maybe we'll find out his side of the story.

ADAMS: I'd sure be interested if you could find him, yeah.

ASH: He's somewhere in Anchorage, it looks like.

ADAMS: Don was a really interesting guy. He was one of these people that—he'd get going on a research project or something, and he wouldn't sleep, and, God, he'd get a beard, be hollow-eyed, and really, he was going—you know, just one of those people. Really something.

ASH: I wonder what he's like now.

ADAMS: I'll bet he hasn't changed any.

ASH: Well, thank you so much.

[End of interview]

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