

chairman of the one of the biggest departments at Ohio State. He had been through a battle back there on faculty practice plans and all of the other people accepted him. We would have executive meetings of just the chairmen virtually every week.

EB: Ernie Mazzaferri was chairman of ?

TS: Medicine. We were having meetings in the conference room of what is now the office of admissions. We met there almost every week, because so many things were happening. The school did not depend on me. The school was not going to fall or make it on me. It was going to make it on the basis of these six chairmen, their faculty, and their clinical programs. I knew that and I knew I had to give them as much freedom as possible. So, maybe one of my strengths was I didn't sit around and try to manage their departments. I didn't try to do any micromanagement. I said, "Look that is all the money we got, you do it. You need to do it any way you can." Watching that whole thing I knew how they related to one another, which made it clear that Ernie Mazzaferri commanded the respect of all of the other people around the table. So, when Joe asked me who do you recommend, I said "I think you have one choice Ernie Mazzaferri, but you do want to talk to the chairs." I think, I wasn't in those meetings, I excused myself over the next couple of days when Joe met with all of these people. He must have heard the same message. So, he then, shortly after I resigned, appointed Ernie acting dean. Ernie said publicly and told me privately he would take the job, but they must start a national search. It was not his ambition to be dean. He wanted to be chairman of medicine. Besides he did not want to be the dean and have to go to the legislature in another year and one half in January 1981. Joe would have to get a dean by then, because Ernie didn't like that politicking and he didn't want to deal with the legislature. He wanted to teach and do research and be the chairman. Joe apparently made that agreement with him. I wasn't in the room and I didn't see anything in writing, but that is what ultimately happened. Ernie took over and served as the acting dean for the next about fifteen months, from something like October of 1979 through the first graduation (Ernie was the dean at the first graduation hooding).

EB: That must have been a bittersweet time for you?

TS: Yes, it was. That was bittersweet. Bittersweet is a good word. It would have been a wonderful thing, ego thing I guess to be the dean, at that point. The more important thing was we had succeeded. That was where the real pleasure came from—the first MDs..

EB: The first graduation would have been in?

TS: May of 1980. Ernie was the acting dean then. The search was on and the next fall several people came through and Joe hired Bob Daughtery who was able to come from the Michigan State and get here in time for the 1981 legislature. So, Bob did that.

EB: I think that probably we could stop here if you like. I would like to ask you next time and I will write this down. I would like to ask some questions about Dr. Fred Anderson and his title of father of the medical school, which we have all heard, deservedly or not. Some of things that he did.

TS: At that point, I am out of the dean's office and I took almost six months of sick leave and essentially, I can tell you what I did after that.

EB: I also want to hear about your further surgery, at that point.

TS: No, much later.

EB: Oh, that is right.

TS: Yes, it is still 1979. We will get to that later and then I took on other jobs.

EB: So, after six months I want to hear about your other jobs and what you did after that.