

patients who were eligible for county care in the Washoe Medical Centers public clinic would be handled by the medical school. As you remember there was enormous physician uproar, just as we said. "The Medical School was trying to take over Washoe Medical Center," references to letting the camel put his nose under the tent then pretty soon he will be in the tent.

EB: The tail wagging the dog.

TS: Yes. All of that, every one of those. It turned out to be a rather raucous evening event in the Mack auditorium at Washoe Medical Center. Ernie was not longer on the Board of Trustees. I forgot who the chairman was, at the time. Many of the members of the Board of Trustees were opposed to the medical school and several of the physicians representing the medical staff were opposed. They spoke vehemently against the school. I recall one of the physicians saying, (something to the effect of) "Dr. Scully, if this proposal, were to go through and it could be shown that it cost the county and the hospital more money than they have to spend, would the medical school and the university reimburse the hospital and the county for the deficit?" I didn't answer the question directly. I said, "I can't speak for the university, but I would ask if after a trial period it can be shown that the medical school saved the county money, would the county and the hospital give that difference to the medical school?" Of course as you can imagine there were those who clapped and supported my statement and others who clapped and supported the question from the member of the board. It was mute. I thought that we had presented enough evidence that we could actually save the county money and do a better job. At any rate, the board went into a closed session and they voted to table the whole thing and formed another committee. So, I went to a number of committee meetings after

that with all sorts of people. Finally, after a number of weeks the Board of Trustees, (Andy Sohn has it written in his history, because he looked at the Board of Trustee's minutes, you will have to get those details). The board did agree to have residents come in to the hospital and work under physicians who agreed to have them see their patients. Those physicians who supported medical education said, "fine I'll take residents in the care of my patients and they will be supervised by the full-time faculty". We agreed that residents would not go near the patients of those physicians who did not want them around. At that time, they did not agree to pay us to take care of indigents in the county clinic. As you know that slowly evolved over time. Now, (1999) the Washoe Medical Center County Indigent Clinic is run by the medical school faculty and resident salaries are paid. So, ultimately my proposal, not in its entirety and not exactly as it was proposed, came to pass. The medical school did take over and residents have worked there ever since. Selectively, with those physicians that wanted them. Eventually, the university set up a teaching service and those patients are now cared for by faculty of the medical school and by residents. So, that is what happened there.

EB: It is amazing the need for all of this fiscal training. There was really nothing in your background that prepared you for this kind of thing, to be able to argue on that level because it really all comes down to one thing, the money.

TS: To a great degree money. The other would be I guess money and threat.

EB: That you would have anyway.

TS: You are probably right, that is true. I learned a lot from Phil Gillette. When I was building the conversion proposal, George didn't get involved in the money at all. He approved everything of course. Phil Gillette and I, and a fellow by the name of Bud

Rogers, (who later was replaced by Leah Gorbet⁰, worked out all of that. I was always good with numbers and math. I just read everything I could on the financing of medical schools and I have to say too, I learned a lot from Max Milan, who was president at the time, only stayed a few years. Max had been the executive director of the Rockefeller Foundation in Arkansas where Winthrop Rockefeller was the governor of Arkansas in the seventies. Max Milan worked for him before he came here at president of this university. Max was wonderful to me. We got along fine. He was a mathematician; he knew money backwards and forwards. He would sit with me for long periods of time when I became the dean and even before that and help me understand simple math and indirect costs and all of that sort of thing. He was very supportive to me when it came time to negotiate salaries with the new people who were coming in. As I told you earlier, there was a law on the books when we took the conversion to the legislature in 1977, that no one could get paid more than the governor which I think at that time was thirty or forty thousand dollars. I testified, as did others, that unless that law was changed, there would be absolutely no way we could recruit a chairman of medicine or surgery or anybody else for that kind of money. At the time, physician chairs might have been making sixty or seventy thousand. Max was very helpful with that sort of thing. Of course Don Mello was extremely supportive of the medical school, as was Governor O'Callahan. Mike O'Callahan was the governor at that time. The next year Bob List was elected. Really, everyone who works with the legislature knows if you don't have the governor and chairman of the major money committees on your side, whatever it is you are proposing isn't going to go anywhere.

EB: So, these people went the extra mile. Obviously president Milan was very much for the medical school.

TS: Absolutely and Neil Humphrey was the chancellor at the time. Neil was the first person actually that Fred Anderson, George and I went to see when we first talked about converting, Max hadn't shown up yet. He was still being recruited. He showed up shortly thereafter. At the time, there was an interim president Jim Anderson. Fred Anderson and George and I went to see Neil Humphrey who had just moved into the new chancellor's building just off of California St. At that time, we went to see Neil and he said fine this is what you have to do, I am supportive. Of course Fred and Louie Lombardi were two very strong physician members of the Board of Regents and were very supportive as well as Juanita White down in Las Vegas. Fred, as you know at that time, had a lot of influence in the regents and in the university general. They supported it and Neil supported. So, when it came time to put this all before the legislature in 1977, Max and Neil were very supportive and so was Mike O'Callahan and Don Mello. We spent a lot of time with them prior to any formal hearings outlining the proposal. I say that I think that the success of the medical school to a great extent belongs in hands of the first thirty-two students. If they had not taken the risk to come to a new school in 1971, not having the slightest idea that they would ever get transferred or ever become a M.D. and really worked their tails off. They worked hard, got transferred to fifteen or so schools around the country and did outstanding jobs. Those kids in that first class really became outstanding students at UCLA, Tufts, Colorado, I can go through the whole list. A number of them are now back in Nevada and practicing. They were the reason I think that the school succeeded. All of us can take credit. I think that I have quoted Jack

Kennedy's famous quote before, that "victory has one hundred fathers and defeat is an orphan". That is Kennedy's saying.

EB: That certainly fits, doesn't it?

TS: Yes. He quoted that from Count Ciano who was Mussolini's foreign minister in 1940 and he was the first one to use that expression. Now, that the school is successful everybody can take a piece of it and yes, I acknowledge that there are hundreds of people who get a piece of the credit. I don't deny that. Had it failed many would have run in different directions, I think. When I thought about it very honestly that first class did so well and then the second class and then when they came back, they became some of the school's best advocates. As a matter of fact, a number of them got up and spoke in front of the legislature and clearly people like Mello and O'Callahan and certainly Max Milan and Neil Humphrey and others saw that those students had succeeded and that the school, despite all of the criticism and the fact that we were doing it on a shoe-string, was succeeding and educating and training good physicians. I think honestly that the first couple of classes should get the credit because it all began to build on itself. George was very good at getting students involved. I can say Bob Daugherty has done the same. Keeping students involved in the public aspects of it. Bob Daugherty and even George got them to join the County Medical Society as Students. When there was some sort of the session before the regents of a legislature, George, I and then later, Bob would bring students to talk. They were Nevada kids and they were talking to their friends and neighbors and legislators who knew their parents and family. As you know it happens in a smaller state. They were actual people that you could see, they personified the success

of the school, rather than having administrators, teachers like us getting up and giving testimonials. So, the students I think were critical to the whole thing.

EB: You worked with a lot of governors over the years, you had support from all of them?

TS: Yes.

EB: Some more than others?

TS: Well, certainly, remember it would never have started without Laxalt in 1969. It never would have converted without Mike O'Callahan, in 1977, no matter what you say. If he wasn't supportive it would never have gone anywhere. Bob List was supportive, but it wasn't one of his major concerns and he was only there for that one term. Then Dick Bryan came along and he was very supportive. One of his sons actually came to medical school later. As you know Dick had been not only Attorney General, but had been in the legislature when the conversion took place. He had a very long history with us. I have never worked with Bob Miller. You would have to talk with Bob Daugherty about that. I don't know that Bob Miller was a big supporter of the medical school, he had other agendas.

EB: Of course by then it was all up and running.

TS: Of course.

EB: At the beginning who was the governor?

TS: Laxalt, Governor Laxalt signed the initial bill in 1969. Then in 1970, O'Callahan came in and he was there until 1978.

EB: So, you really did have support from all of them.

TS: Absolutely.

EB: All the ones that counted.

TS: Yes.

EB: Do we have anymore stories here that we haven't covered?

TS: I was going to tell the story when I was the dean and even beforehand, but during the conversion we had to have lots of social events. There was no host account. In those days I didn't even think that it was permitted. Of course, it is now. For George and Susan who was his wife, money wasn't a big problem and they would have cocktail parties and social events when people would come to visit after the conversion.

We were having visitors all the time. Not only accreditation visitors, but we were also having candidates for jobs. There were a couple of people who hosted them and were very nice about it, Alistair Cunningham, Merle Haber, Don Pickering, and Bud Baldwin. There were a number of them who on these various committees. But the major portion of it fell to me and this household and my wife. My wife cooked, I don't know how many, little hamburgers and hot dogs and all of that sort of stuff and paid for it out of our pockets. We had no host account and of course I wasn't getting paid very much. My salary went up the next year. At the time, my wife had five little kids running around. We tried to get a maid in to help out, (I think that this is important because a lot of people don't understand, I do, that the spouse of people in positions of authority frequently make all sorts of contributions that they never get credit for) Finally, Celia said, "I can't do this anymore. I don't have the energy, I am raising five kids, we don't have the money, we are using up all of our own money." So, I went to Max Milan at that time, and asked if we can find some private donors. So someone, who will remain anonymous, did end up giving me, through the school, for my use, a couple thousand dollars for a host account. I

wish I could publicly thank that person, but the gift was given anonymously and so it remains. At the time, Fred Anderson said to me, (he was being critical of Celia), “ Well I don’t know, your wife is important if you are going to succeed as the dean, it is important that she be more active.” I said, “She is about as active as she is going to be. Her job is to raise our family.” It was just assumed in those days that if you were the dean or the chairman of the department, you wife did a lot of this “gratis”.

EB: You were supposed to have deep pockets? No one really knows this behind the scenes stuff.

TS: Now of course that ended a few years later and as you know, President Crowley made it public that he was going to host several events at the University and Bob Daugherty was going to do the same. I guess when you start something new and you are not established, you fly by the seat of your pants as we often did and you buy some more ham and cheese on your way home and make some more sandwiches. I think that it is important in my history and what we are doing here, that my wife be acknowledged for this, as she gave all sorts of time and energy.

EB: That can easily get lost as kind of a narrative.

TS: Not only Celia, but a lot of other wives because lets face it wasn’t too many husbands, it was mostly wives that did that sort of thing. So, anyway that’s those early stories.

EB: The popcorn and what is this here?

TS: Those are my two dogs. Popcorn and Emily were the two dogs we had in this house for a number of years.

EB: They were part of the beginning of the medical school.

TS: Yes, they were a part of my family. Most of the other things on this list go down; we have talked about, my surgery.....

EB: When your book was held off because of your surgery?

TS: That was subsequent....

EB: By the publishers?

TS: Right, I resigned as dean, in 1979, and went to the work in the Special Children's Clinic I started work with Burt Dudding and the pediatric group, because he was here then as chairman. We talked about all of that. Then we talked about 1982-1983, when I got my sabbatical leave and went to the Hasting Center. We talked about that. My sons start getting married.

EB: Why don't you give me the wives names.

TS: Peter married Barbara Juergens. She was a nurse at the time, and still is. She is from Iowa, but was here at Orvis nursing school when my son met her.

EB: Is Peter an M.D.

TS: Yes, he is a physician. He is a pathologist. He works with APL in Las Vegas.

EB: Chris married first.

TS: Yes, Chris married, Michelle Mack. They have lived in Reno since she was a little girl and she went to Wooster High School. She also is a nurse and worked for a couple of years before and after they got married for the Washoe County Public Health Department. She is a Public Health Nurse although she hasn't been doing that recently, nor has Barbara been nursing because they are raising their children.

EB: They have how many children?

TS: They both have two. Peter has a daughter and a son and Chris has two daughters.

EB: Chris is a M.D. as well?

TS: Yes, he is a physician. He is a graduate of our school and he is an internist, rheumatologist and is in practice with Malin Prupas across the street from Saint Mary's.

EB: Let's mention the rest of the children.

TS: The next one would be Geary.

EB: Geary is the schoolteacher?

TS: Right, he works for Washoe County School District, but I am not sure what the name of the school. I'll have to look it up.

EB: What does he teach?

TS: He is a grade school teacher. He is teaching English as a second language to first, second and third graders.

EB: He is not married?

TS: No.

EB: Then there is Marty?

TS: Marty is an animator. He does animation in Hollywood. He actually works in Burbank. He is also a water colorist. He went to the university here and then Cal Arts. They all went to UNR. He lives down in Valencia California.

EB: Is he married?

TS: No.

EB: Then Leslie who has now married one of our medical students?

TS: Yes. John Fishburn, he is an ophthalmologist. He practices in Boise and they have three children. They have three little boys.

EB: Seven grandchildren?

TS: Yes.

EB: Now, we went through the hooding tape.

TS: Were are you looking? Okay I see the page you are on.

EB: That was when you became an emeritus at that time.

TS: Right. That was in 1997. June of 1997. I think I have you a copy of that speech.

EB: So, we are down to now and you are retired. You are doing well.

TS: I think everything else we have talked about in this. I retired a year and one half ago.

What we did.....

EB: You are still teaching.

TS: A couple of classes a year. I teach some classes in medical ethics that is about all. My first year of retirement last year, I did go in and help out in a couple of problem solving classes that Burt Dudding was teaching. But, this academic year 1998-1999, I am only teaching a couple of ethics classes. I think probably by next year I will probably stop teaching. I might go and help Burt in a seminar because I support the effort of problem solving kinds of learning. Rather than have a separate course in ethics as I have taught for a number of years the curriculum committee and the dean agreed to start this problem solving class that Burt Dudding is responsible for. He has lots of faculty helping. They build in ethical issues into the problems rather than separating. I think it is more realistic to combine the pathology, pharmacology, clinical medicine and the ethics all in the same problems.

EB: Is this for first year students?

TS: They do some in the first year and some in the second year. I still occasionally will consult or help a physician sometimes will call me over the phone, it is unofficial but

they will call me and they will give me a hypothetical case and say they are dealing with a problem and this is the issue. How would I look at it? So, I have helped a number of physicians. A lot of dealing with ethical issues in medicine is not so much what is right or what is wrong but is how do you approach the problem in an orderly fashion so, whatever decision is made people can find acceptable and consistent with a moral foundation. I do a fair amount of that.

I have also been a consultant for the Board of Medical Examiners. Since I had been on the board for sixteen years and have a lot of knowledge of the way it works; the board has asked me to chair a couple of committees. I wrote a report for them on alternative medicine and I just finished chairing a committee that wrote regulations for the board on the use of controlled substances for pain control in the dying and those with chronic pain. The board didn't have any real way of deciding whether or not a physician was appropriately using control substances. As you know in our society there is a lot of concern about physicians over prescribing, but there is also concern on the part of patients that they won't get adequately treated when they are in pain. So, we worked on a number of committees, I chaired a committee that worked on a number of these issues. So, I still consult, on an hourly basis, with the Board of Medical Examiners. That is essentially what I do. Much of the last year and a half Celia and I have been going back and forth to Boise to help Leslie with three little kids. When you have a two-year-old and you get twins that is a lot of work, as you well know.

EB: I think that is it appropriate that we did talk about the fact that it has just been announced that the present dean who has been the dean for twenty-five years.....

TS: No, he came in 1981 so he has been there for about eighteen years.

EB: He is retiring this spring or this summer and search committees are actively working on his replacement. It is appropriate that we talk about your retirement and his retirement and the whole era starting again.

TS: Yes, there will be a whole new era. Of course more and more the school will be in Las Vegas. We talked about that in tape number eighteen. We had a discussion of what might the future be. I won't repeat all of that, but it obvious to me at least with the major population shift to Las Vegas, that it will be the major center for medical education for the future.

EB: For all intents and purposes we are going to end the official interviews, because we went through all of this chronologically. What is left, we are going to just have to fill in the holes. Because I think when I read through all of these transcripts there will be questions and peoples names to add.

TS: Yes, I think that this just got us started.

EB: We will end now.