

Oral Memoirs

of

Connie Gould

An Interview
Conducted by
Clinton M. Thompson
August 30, 2016

Development of the Tulsa Medical College:
An Oral History Project

Schusterman Library
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Interview History

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Interviewer: Clinton M. Thompson

Videographer: Alyssa Peterson

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The Development of the Tulsa Medical College Project was conducted by the Schusterman Library at the University of Oklahoma-Tulsa from January 2016 to June 2018. The project focused on the development of the Tulsa Medical College, which later became the OU-TU School of Community Medicine. The project consisted of 28 interviews with former and current employees of the University of Oklahoma-Tulsa.

Connie Gould was the Director of Human Resources at OU-Tulsa.

Clinton M. Thompson was the first Director of the Tulsa Medical College Library and went on to become the Director of the Robert M. Bird Health Sciences Library at the University of Oklahoma Health Sciences Center.

Alyssa Peterson was a Medical Librarian at the Schusterman Library.

Rhonda Holt was a Graduate Assistant at the Schusterman Library.

Hope Harder was a Library Tech at the Schusterman Library.

Connie Gould
Oral History Memoir
Interview Number 1

Interviewed by Clinton M. Thompson
August 30, 2016
Littleton, Colorado
Also present: Ms. Gould's husband Frank Keith

Development of the Tulsa Medical College: An Oral History Project

THOMPSON: This is August 30, 2016. Would you like to introduce yourself?

GOULD: Sure. I'm Connie Gould, and I worked as the director of Human Resources for the Tulsa Medical College, of course, it was later on College of Medicine-Tulsa and OU-Tulsa.

THOMPSON: You want to talk about your education?

GOULD: Sure. I graduated from TU [University of Tulsa] in 1976. And I got there by way of working for the first two years—I graduated from high school in 1970 and I went to college for two years and then worked for two years in order to have the money to go to college for the next two years. So, it took me a little longer to finish my degree than it would normally take.

THOMPSON: And your job experiences?

GOULD: Well, my first job was working at an ice cream store, dipping ice cream and making sandwiches. And then I worked at the Loew's Theatre for a number of years through high school. And then from there I went to the Tulsa City-County Library, and I worked there for four years; and during that period of time was the period of time that I was in college as well. I worked, started out in the circulation area, but after three months I moved to the human resources or personnel area at City-County Library. And after—and I was now finished with my degree—my first husband wanted to get a master's in library science, and so we moved here to Denver, lived with my folks for a year. While he got that, I worked at Swedish Medical Center in the personnel department for a year. It was a wonderful job. I loved that position. And after a year then we moved back because he received an offer for a job at the Tulsa City-County Library where we had been working before, so we moved back to Tulsa.

And then it took me six months to find a job. I was delighted to get the job at OU. I was interviewed by Frank Rose, who was just a wonderful man, and I was very pleased to have him

as my supervisor. I was offered a position that was way below what I was making before, but I was so ready to go to work that it was totally fine that I took that job. I was also entranced with the notion of setting up a new department, which is what I was able to do there. There was no department before. And what had happened was that people from the Health Sciences Center would periodically come to Tulsa to interview people or to have, to talk about benefits or to deal with things on a periodic basis with the employees that were at Tulsa Medical College at that time. And so, I think that there was a general feeling that that was putting too much pressure on the people at the Health Sciences Center to have to make those drives to Tulsa, and it wasn't really fair to the Tulsa people, by that time a staff of, I think, somewhere in the neighborhood of maybe forty-five—I'm not quite sure how many. It was, they needed a permanent department, somebody that they could turn to when they needed somebody. So, I moved into the Tulsa Medical College.

I was not too many years out of college, and I felt that I had, I really felt very fortunate to get the job. I was able to hire a part-time assistant, so that person also did coverage for the switchboard and other jobs on campus. So, she worked for me for just part of each day. But it was enough to get us started and to begin the process of setting up an office and dealing with applicants that had come, that were coming in to apply for positions because at this time the organization was growing and all the departments were adding staff. And so, staff was a large part, hiring of staff was a large part of my, the starting of my job there. Also, there were no application forms. There was no benefits handbook. There were no employee handbooks or manuals of any kind. And so, what I did over the first five or so years of being there was to do, establish some of those things, which was very interesting because I got my bachelor's degree in English, and so I was able to use those skills in developing a lot of the forms and handbooks and other necessary information. It was, I felt at that time that I didn't—I tried very hard to feel that I had, that I was fitting into the organization. And I loved working for Frank Rose, but I was also not really part of the organization because my boss wasn't part of the organization. And also I was a little younger than some of the people—Marty, you can attest to this—these, they were a little older than I was. I was also female, and there weren't many other females in positions that were of any management whatsoever. So, it took a while for me to feel that I was a part of the organization, but more importantly for the people that I was serving to feel that I was capable of helping them. But I think over time that happened, and I received a lot of positive reinforcement that I was able to supply the assistance and the help that the departments needed. I also was able to grow with the organization. I started out as coordinator, and then in about 1984 I went to an assistant director, and then about 1990 I went to director. So, you know, that was certainly proof that I was serving a purpose to the organization. Of course, the organization also grew and grew and grew over time. But I, I was able to add a lot of duties. For instance, I added not only orientation for staff and faculty, but also resident orientation. That was something that wasn't a part of the initial job application or—I don't even think that anyone dreamed that it would be necessary, but

once the residents got a true resident benefit package, then we incorporated a resident orientation into the process. So.

THOMPSON: So, things that you did over the years? Projects? Highlights, maybe for you at that time?

GOULD: The biggest—well, there were several things. First of all, one of the things that I really tried to do was incorporate more fun into the organization. And so, we were able to develop ways for people to get out of their offices and do something and co-mingle with their co-workers. So, we developed for United Way what was originally called a Halloween Festival, but was changed because we had to be more PC to be a Fall Festival. And so, for that portion of a day, people were able to get together and have fun and wear their costumes and have events, and it was, I think it was something that was really appreciated. We also had, each year there was a Staff Week, and during Staff Week each day we would have events, and so I was, I helped a group of employees make decisions on that, and also make decisions on a gift, and so we were able to give gifts for Staff Week to all staff. I think they really appreciated it, and it was something that was, that differentiated them from the faculty that they work with who didn't get the gift, only the staff got the gift. Then there were other events like that, but that's the general tone that I was just trying to offer to employees: more events and more ways to interact and also to get out of their offices and do something different for a change.

THOMPSON: You talked about the difference between staff and faculty.

GOULD: Yes.

THOMPSON: One of the things that I always saw was you did a lot more for faculty than was done, let's say on the other two campuses.

GOULD: Well, actually that does bring up another thing that I was, really liked to do, and that is help people solve their problems. And a lot of times faculty got into problems, especially economic problems, and so I would help them as much as I could, as well as trying to resolve any medical insurance issues. And we were self-insured during those years, and so I was able to contact the insurance company, and very often get the satisfaction that they wanted, whoever it was. And this was one of the things that I really appreciated doing for employees was to try to solve those medically, medical issues to their satisfaction so they didn't feel that they had too much of a burden for them during a time that they were already ill. And for faculty, I did spend a lot of time with faculty. I helped them, I think, a lot with their personnel problems, and there were a lot because in the early years there were people that weren't as cognizant of what the rules were and what they could say to applicants and how they could deal with their employees. And I'll use Mike Lapolla as an example. Mike Lapolla decided that the best way to tell whether an applicant was a good applicant was by looking at their handwriting. And he used this as a

basis for his decisions often, and I would try very hard to talk him into believing that there were other ways to determine whether the application was a good application to consider. He was, you know, sold on his method, and often he got good candidates, but on the other hand, you really couldn't use that as a basis for a decision. (laughs) So, that was interesting. (laughs) And that sort of thing occurred all the time, either an employee getting information that was faulty from, especially faculty members, or as a faculty member, like I can remember one very vividly in Bartlesville, who decided that it was perfectly okay to ask the applicant whether or not they were going to have children, how many children they were going to have. So, trying to deal with those issues got trying at times, but over time things were, I think, got alleviated to some extent.

THOMPSON: Were there other things during your career that you saw as highlights, or progress maybe that's another word to use in your—?

GOULD: Well, our office did grow. We went from one and one-half people to a total of five by the time I was gone. I still didn't think it was enough, but it was all that we could afford. And so, we were able to provide a lot more support overall in a lot larger area. And we did have the Bartlesville area to deal with as well, so being able to grow the office was probably a major accomplishment, I think, over the time. I was very proud of the staff handbook even though after a period of time, as we got bigger, and as we became more a part of, especially the Norman campus, all of that went away. We no longer were able to use any of our own stuff, and it was all incorporated and all the same for all campuses and all employees, but initially. It was kind of like what Keith had said, early on we had a lot more ability to impact on our lives, people's lives around us, and that slowly got removed from us over time as the organization grew. People that made an impact on me?

THOMPSON: Yes.

GOULD: Well, as I've mentioned, Frank Rose was my first boss. He was an extremely good boss. He was supportive, but he was also hands-off. He let me do what I wanted to do, he, I ran things by him, he approved them. So, he was the kind of boss that you'd like to have because he allowed you to grow and change and move on within the organization. After that, I had a series of other bosses, at the Health Sciences Center, and then ultimately the decision was made to have the boss located in Tulsa, and that was Leeland. He'd always really been my boss, he'd always been the one to decide on my pay and then tell Frank or whomever it was that this was how much he wanted to pay because it was the Tulsa campus making the decision. And it made a lot of sense for him to be the one who would supervise me. And, of course, I thought that was great. I always liked working for him, even when he wasn't actually my boss, but when he was my boss it was certainly better. He was very supportive, and he believed in me and he believed that I was capable of handling the job that I had. So, I appreciated that very much. So, those are the two primaries in terms of supervisors. In terms of other people that made an impact on me,

actually you were one of them because—and here's why—because you treated me like I was a professional, and there were a lot of people that didn't, especially in those early years. You were not one of them. You treated me like an equal, and that was appreciated, and therefore, you are definitely on—high on my list. (laughs) Keith is over there laughing. No, he's not?

FRANK: No, I'm not.

GOULD: There were—.

THOMPSON: I'll add another—

GOULD: Yes, okay.

THOMPSON: —while we're here. I always got along with personnel the entire time I worked at the University. Some of that was because of what I learned from you, but I never thought that the department in Oklahoma City treated the employees like the employees in Tulsa were treated. And I always thought the employees in Tulsa were selfish because they always felt like they never got enough. And I always thought just come to Oklahoma City and you'll find out what you don't have. So, I, I think my treating you that way was because I think we were treated very well in Tulsa. So, and I, I missed it when I went to Oklahoma City because, because it was bigger, you had to grind to get stuff out, and that was not true with you when we worked in Tulsa.

GOULD: Well, and I felt that over time that I worked harder as the years went by, I worked harder, my days were longer, but I felt that it was necessary and it was part of my job to do that so that I could still offer that level of contact with the people, that they could come in and they could talk to me about anything they wanted to and that I would hold that conversation, as much as I could, in confidence unless I needed to, of course, provide information to other people to do it. But it was, it was overall a very good job. But I will tell you that, when we started being part of the OU-Tulsa establishment and included the people from the Norman campus, things got very difficult. Early on, when there was just a small contingent of Norman people, Jack Stout and his people, we included—I always invited them to events so that they could come over and that they could be a part of something and they could, wouldn't just be their little organization off some place, that they would actually feel like maybe they were a part of a bigger OU contingent. They appreciated that. And I was more than happy to include them in whatever it was that we were doing. When we started becoming part of OU-Tulsa and the OU Norman contingent was more and more a part of our lives, there was so much animosity towards, from the Norman people to the Tulsa, OU-Tulsa, old OU-Tulsa people or College of Medicine people. And there was a general feeling that we couldn't be trusted because we were part of the other side, which made working for them, and I was working for everybody, very difficult and

unpleasant because I just felt so much like I was seen to belong to the other side and therefore couldn't be trusted. Here I'd been trusted all of these years and all of the sudden things changed. So, that was one of the things that caused me to feel like it was time to move on, that they needed to get somebody who wasn't part of the Health Sciences Center in there that they would feel like somehow could better deal with the variety of issues, in what they would interpret to be, a fairer manner.

THOMPSON: Interesting. Early, or the deans that you worked for, comments about them?

GOULD: Ed Tomsovic was terrific. He paid attention, he asked for advice, he wanted to understand what HR needed to do, what he could do to pave the way with chairs. He'd have regular meetings with me, so we had like a weekly or a bi-weekly meeting so that he could, we could discuss issues that came up, and he wanted to do this. So, it made me think that that was the way that all of them would want to be, which turned out not to be the way it was. But with him it was a very close relationship, a very amiable experience, and one that I felt that he appreciated HR and the HR's work.

Hal Brooks was a little different because what he wanted was anyone to do the job he wanted done, and he didn't really care who did it. If you were in the room and you happened to be in a discussion where he was mentioning he wanted some job done, he'd tell you do to it, even though it didn't relate, even though somebody else should be doing the work. It was a very confusing couple of years that he was the dean. And I found it much more difficult to deal with Hal Brooks than it was ever, was ever the case with Ed Tomsovic. Dr. Plunket was just a wonderful guy. He was sweet. He was light hearted. He was willing and interested in becoming involved in employee events and putting himself in positions that were, that made him look a little bit—

FRANK: Goofy.

GOULD: Yeah. Goofy, exactly. And so he was a lot of fun and interesting, and I enjoyed working with him quite a lot. I, I also liked—what's his name—Dr. Clancy very much as a dean. I thought he was terrific. He also was very inclusive. He wanted to understand what was going on, and he also asked a lot of questions about how things operate, how he could improve the situation, what I needed. Many questions like that and had regular meetings with me. But when he became the president that changed, and he, I don't know if he just got too busy, life became too complex, but he didn't have, he wasn't able maybe to have the same level of contact as he had had before, and the contact was not as pleasant as it was before. Another reason that I thought it was maybe time to move on and not stay any longer than I'd already stayed. So, that's it on the deans.

THOMPSON: Any of the chairs that come to mind over those years as good or bad?

GOULD: Let's see. In particular—Bob Block was probably my favorite. (laughs) Sweet, kind, interesting, nice guy that was willing to and wanted to follow the rules and not try to make things more difficult than they needed to be. A lot of the chairs just wanted to make life a little more difficult. They wanted it their way, and they didn't understand why it couldn't be, and it would have been so much easier if they'd just done what they were supposed to do, and we wouldn't have had to have any contest of wills over any specific issues. I think he was probably my favorite.

THOMPSON: Comments about any of the faculty that stood out in your mind over the years?

GOULD: Let's see. There were so many. (laughs)

THOMPSON: That's all right. You don't have to. How about other administrative people that you worked with over the years other than Leeland?

GOULD: Other than Leeland. Well, there was Mike Lapolla, for the years that I worked with, although he was not there for the majority of the time. I mentioned earlier, he was an interesting guy. I enjoyed working with him. He was bombastic and he could be difficult, didn't really want to follow rules at all, he wanted to do it his way. But on the other hand, he, he did a good job. I mean he really, he cared about those clinics, he wanted to hire good people, he wanted them to operate well, he wanted them to provide the support to the patients, and so you had to give it to him that he was, that he had his heart in the right place even if he was a bit difficult to deal with.

I thought Janet Minnerath was a very pleasant person. I enjoyed working with her. She was right across the hall from where we were, so we had contact on a very regular basis, so she was probably one of the primary people that I had regular contact with. Dale Josey(??) is one of my favorite people ever. It was a catastrophe that he died and I felt very badly about that. He was a lot of fun, he was impish. (laughs) And, you know, he, he was very participatory and willing to live within the University's rules and regulations. That's, that's about all I can think of at the moment.

THOMPSON: At the moment. Other things that were issues or problems during your tenure at the University?

GOULD: Well, I think it was, it was really just getting people who were not used to dealing with an HR office to be willing to deal with an HR office. And, and that they were unwilling at times to follow the rules that the University had set up and I was just trying to fulfill, or the rules that the government had set up, like—and things changed over the years like the addition of I-9 and

other rules and regul—federal rules and regulations that enter our lives and become, make it just one step more difficult, one more thing that you have to keep track of and do and incorporate into the process. So, all of those issues, and I'm sure any HR person would feel the same way, all those issues that come from outside the organization add a level of complexity to the job inside and make you more of a disciplinarian, or more in charge of a lot of things that people don't really want to have to bother with, that you have to make sure are done and done properly. So those, that was kind of trying.

And, of course, all the PeopleSoft years, those were— those were—. (laughs) Yes, PeopleSoft. I was very much involved with the implementation process of PeopleSoft for the HR functions, and went to a lot of training, I trained a lot of people to use the PeopleSoft programs. And then as we—as they came out with new editions, then I would have to get additional training and train other people for new projects, new programs. And we added more and more and more over time so that people became more used to the product, but also it became more and more of their lives. So, initially, of course, nobody had to do anything with inputting their own data for payroll for instance, and then later on payroll became part of the PeopleSoft function, so PeopleSoft was a major aspect of our lives for a number of years and became more and more, more and more part of life. I don't know if they're using it completely now, or just partially now, I'm not real sure what it is that is happening with it now, but it certainly was big when I was working there.

THOMPSON: One of the things that you might find interesting is that now all the time clock information is gathered centrally and not departmentally any longer.

GOULD: Oh, really.

THOMPSON: Which has been an interesting change—

GOULD: I can imagine it would be.

THOMPSON: —in the thought processes of the people that have been there for a number of years.

GOULD: Uh-huh.

THOMPSON: Are there other things like that that you remember that changed along time? Because you talked about PeopleSoft coming in—that brought changes. Were there other things? Because you were active in benefits, I know.

GOULD: Ye—well, I was on the benefits committee for years and years. And so, benefits changed over the years, and we changed providers over the years. And then, the benefits—I

don't know, I'm not, I don't know that they got, they were lesser over the years, but they certainly changed over the years. And that was actually a very important part, and a part of my life that I enjoyed a lot, which was to be involved in the process of making decisions about which benefits, or which benefit companies that we would bring on board. I enjoyed the process of evaluation, I enjoyed talking with the vendors, and being a part of the decision making. That also changed as time went by, and I became less involved with that as the Norman Campus became more a part of our lives, but in the early years when we had more of an impact that was kind of a big thing for me. I'm not sure about what, except for the changes in how you managed the benefits overall, from the employee standpoint there wasn't a huge amount of change that I can really think of at the present time.

THOMPSON: So, any other individuals that you've thought of while you've been talking?

GOULD: Yes, I did. I wanted to mention Jerry Jensen(??), who was the EEOC person. And the reason I mention him is because not only was he a really good resource, but he was also somebody that enjoyed life and enjoyed his position and his relationship with people. And I, I always felt as if he cared about the Tulsa Campus and the Tulsa employees every bit as much as he cared about Health Sciences Center or Norman employees; and so I wanted to mention him because he was somebody that meant a lot to me.

THOMPSON: Were there, because of your situation, were there, are there any of the other people that worked in HR in Oklahoma City that you'd want to mention?

GOULD: Jim Sharp, I would mention him, and Fred Daniel. Both of them I think were strong advocates for the Tulsa Campus. People that felt that I could handle it, and that they didn't need to worry about what was happening for our employees that they were being taken care of properly. So, and they were supportive, so I think both of them I could put on that list. I'll also add Carol Call because she was, you know, closer, being in Oklahoma City, and we had a lot of conversations over the years, and she was absolutely supportive of the Tulsa Campus, and she was a really great person. And then I'll mention Susan Siemens(??), too. Legal counsel. Invaluable to me over the years, and I'm sure Keith would agree with—he's got his thumb up because she would—she tells it as it is, she wants you to do the right thing, but she also knows that there's wiggle room for everything, she's a lawyer. And she understood that the Tulsa Campus was its own entity, and it operated in a slightly different manner than the Health Sciences Center or the Norman Campus, and she could live within that, operate within that, and help us through difficult issues. So, definitely wanted to give her that note.

THOMPSON: Anybody else in the administration in Oklahoma City? Either in the vice president of administration or the provost's office?

GOULD: Well, my contact with them was not, except for going to meetings, I didn't have a lot of contact with them. So, except for various meetings or functions like that, my day-to-day contact was not necessarily with them.

THOMPSON: Any other things—well, no, let's stay on people. Any other people in Tulsa that you've thought about that you might want to mention that were, you know, either troublesome or important in the activities that you did in Tulsa over the years? You've done a good job, so there may not be anybody still lying out there.

GOULD: There probably are some people lying out there, I just can't think of who they might be at the present time. I mean, there were a lot of very good people, lots of good faculty members and chairmen who, who, that were fun to be with and fun to work with. Nobody particularly stands out though.

THOMPSON: Now, another question for you because you are one of a few people that have lived on all of the sites, and maybe—except for the original site for the administration of the college. Any comments about the three different locations that the University ended up being in over the years?

GOULD: Well, I loved the Midway Building. (laughs)

FRANK: Tell them why.

GOULD: Well, I lived close to the Midway Building. I could walk to work, and I walked reading, so. (laughs) I loved the Midway Building. It was just a nice, easy, comfortable place. I always thought it was humorous, even when we moved to other building, that applicants would come and say, "I never knew you existed." It happened all the time. "I never even knew you existed." (laughs) But that would be my favorite. They became less interesting as we moved from one location to the other location. They became more spread out when we moved to the 41st location, and then, of course, or the Sheridan location, and then when we moved to the main campus it became even more spread out. People were more distant, and unless you made an effort you had to go find people, you didn't just run into them as easy as before. So, it was in the order in which we moved. Best to last.

THOMPSON: Another question for you because I always thought that it was kind of, it's unique I think to health sciences settings: was there, in your mind, a difference between how clinical staff were hired and the kinds of people you were looking for versus the support staff that you were looking for on the educational side of the house? Or did you think that it was very much the same?

GOULD: I think, I think overall the criteria were very similar. Nurses are a completely different entity. They, they, I think they, they have a skill set, they have a way of looking at life and the world and the people that they serve that is extremely different from a clerical person in an office. So in terms of the type of person, they would be, have been quite different, but in terms of the skill level and the ability over all, you know—and we really did try to find the best possible people for the jobs. Some of that, you know, obviously there were failures, but overall I think we tried to stay consistent on that and look for the right person for the right job.

THOMPSON: Again, because the Tulsa Campus, in dealing with faculty, you know, did you find that difficult in dealing with them because of their removal from HR, but their dependence on HR?

GOULD: Yes.

THOMPSON: Am I asking that question—

GOULD: Yeah, I, I think I understand what you're saying. Because it is their practice, their employees, their little world, they wanted to have complete control, especially when we were bringing in people or their own little organizations from outside, you know, we'd bring the other staff in. Oh my goodness, bringing in their staff was a terribly difficult thing. But they wanted, they wanted the office set up in the way that they wanted. Sometimes that was not possible. Sometimes we had to tell them, "Sorry, you can't hire that person at \$50,000 because we have everybody else working for \$25,000." So, that was a source of constant contention, and all the time that that was there, that issue would arise. They saw—but it wasn't just their nursing staff, it would be their office staff also, and so they saw all of those people as unique and distinct and should be treated the way that they wanted to treat them, or should be paid the way that they wanted to pay them, or they should be able to have the time off the way that they wanted to give them time off. But going back to bringing on other practices from the community and bringing them into the fold—almost an impossible task. We had few times when it was successful because you can imagine, I mean, they lived their own world, they were making all their own decisions, they made their own hiring decisions, they asked whatever questions they wanted to ask, paid them whatever they thought that they wanted to pay them, and then they come into an organization that dictates all of that to them, and so—. And then, from the employee standpoint, the employee always thought that they were above and beyond OU, they did not want to function well within, you know, they didn't want to behave, they didn't want to feel a part of the organization, they wanted to continue on doing what they'd always done, and that made life difficult for other people within their department or clinic, as well as for people like me that, you know, you have to treat people somewhat fairly. So, I'd say that was almost 100 percent failure when we did that.

THOMPSON: Question, and I think Keith did a good job of addressing it differently, your concept of change over the years? You know, from the beginning to when you retired. Were there changes that you thought either were good or bad over those years? You addressed some of them.

GOULD: Yes, I thought there were some good things. I mean, overall, it's a good thing, I hate to say this, but for the Norman Campus to be part of the Health Sciences Center, and to be part of the Tulsa Campus. I mean, you got to admit that in some regards, that is a good thing. It certainly raised the level of understanding of OU-Tulsa, in Tulsa, for Tulsans. It completely raised the people who wanted to go to school in their community to be able to go to school in their community if they were, wanted to go to that type of a class. So, there were—and also having a president in Tulsa was a good thing. It's just that it was difficult for the people who started out to be able, when it was small, to be able to grow with it and systematically feel good about growing with it, and feel that their place was safe within it. I think that when you start out in a small organization where you have people that are able to impact and make change and make decisions and be part of the decision making group, you want, you think that group is going to want to retain that ability, even if they grow within the organization. When that doesn't happen, and people come in on top, and then more layers come in on top, and more layers come in on top, and pretty soon you don't impact on much of anything, except within your little organization, it, it makes it feel like it's not what you signed up for, it's not what you started out to do, it's not part of the organization that you thought that you were assisting along the way. And I think that was the part, from the perspective of an employee, that was difficult in seeing that transitional change over time.

THOMPSON: Any other comments that you want to make?

GOULD: I can't think of anything else at the moment.

THOMPSON: That's good.

GOULD: But I appreciate the opportunity to do this, and I appreciate all of your work in seeing this thing happen.

THOMPSON: Simple, I think, I think you—it is very interesting. And I think you have a unique perspective because you did spend that whole spread of time. There are only a few people that did that, I mean, you, Keith, Dr. Block, Leeland, that spent the whole time, from the very beginning to the very end, so your perspective is appreciated, and I think will, in the history, will add something to that versus those people that we'll interview that were there and then gone, whether they came back, or they didn't come back. So, I think it's very good.

GOULD: Well, it was really a good place to, to spend my working years. I was appreciative from the beginning, and I remained appreciative for the job for the duration. I was very glad for the opportunity to have a career someplace, where so many people aren't able to achieve that, so I'm not at all unhappy with my years there.

THOMPSON: Well, we appreciate it. Thank you very much for doing this.

GOULD: Okay.

End of interview.