

Board of Regents of the University of Oklahoma

A special meeting of the Board of Regents was held on February 12, 1935, at 10:00 a.m., in the Japanese Room, at the Skirvin Hotel, Oklahoma City, Oklahoma.

President Bowman presided; others present, Regent Hatchett, Kerr, Ledbetter, Rosser, and Noble.

The minutes of the meeting held on January 11, 1935, were approved, each member having been furnished a copy previously.

Mr. Bowman, President of the Board, stated that the meeting had been called to consider matters in connection with the University Hospital and the Medical School. He reported that Mr. Drake, in the Governor's office, had called him on the telephone, stating that the Governor wanted the Board of Regents to hold a meeting at an early date and that he (the Governor) would like to have a conference with Mr. Bowman previous to the meeting.

Mr. Bowman reported that he had been in conference with the Governor, and that he had stated he had heard much complaint of friction and lack of cooperation as between Dr. L. J. Moorman, Dean of the School of Medicine, and Mr. P. B. Bostic, Business Manager of the Hospital, on account of divided authority, and that this situation had affected the morale and efficiency of the entire organization. Mr. Bowman stated further that the Governor did not make any suggestions as to what should be done, but did request that the Board follow the recommendations of Dean Moorman, and the President of the University.

President Bizzell stated that a committee of doctors, members of the hospital staff, had requested a hearing before the Board of Regents, and that this committee was waiting outside.

A motion was made, seconded, and carried, that the committee of doctors be given a hearing.

Regent Rosser made the motion, which was seconded, and carried, that a court reporter be called to take down all discussions. Mr. Hugh Gill, reporter, was called.

President Bizzell stated that he had some resolutions from the doctors of the School of Medicine, and the hospital staff, and that he would like to have these resolutions read into the records; whereupon, Regent Ledbetter read the three resolutions, which were as follows:

"To the President of the University of Oklahoma:

We, the undersigned members of the Faculty of the University of Oklahoma School of Medicine, recognize that the standing and even the very existence of our medical school is dependent upon the centralization of authority over all departments in the Dean of the Medical School under direction of the President of the University.

We desire to call your attention to the following important factors:

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- (1) The School of Medicine is established by law as a department or school of the University with a dean designated as the administrator.
 - (2) The University Hospital was established as a part of the School of Medicine under the supervision of the dean of the school.
 - (3) The Crippled Childrens Hospital was established for the care of the crippled children of the State and placed under the management of the University Hospital.
 - (4) In this type of institution established for the dual purpose of the training of physicians and the care of indigent patients there cannot be a division of administrative authority without a resulting disharmony which is detrimental to the teaching of scientific medicine and to the efficient handling of the sick committed to the institutions. In the case of such disharmony there is danger of the loss of our rating as Class A medical school and as a standardized hospital.
 - (5) Only a man of sound judgment, with extensive specialized training and years of experience can successfully manage the business affairs of a large hospital with efficiency and economy. Since in our institution the hospitals are so definitely a part of the medical school such a man must work harmoniously and under the direction of the Dean of the School of Medicine.

We, therefore, petition you that, as originally intended, the affairs of the School of Medicine and Associated Hospitals be in fact as well as in name under control of the legally designated head, the Dean of the School, under the direction of the President of the University of Oklahoma, and that he be granted full responsibility in the nomination of heads of the major administrative departments and that he be held responsible for the efficient administration of them."

(Signed) J. P. McGee	M. Smith
Leo F. Cailey	Geo. A. LaMotte
W. W. Wells	J. W. Morledge
Everett S. Lain	D. H. O'Donoghue
J. C. MacDonald	Wann Langston
S. R. Cunningham	John F. Burton
R. H. Akin	B. H. Nicholson
E. Goldfain	Fay Sheppard
Tom Lowry	J. M. Thuringer
H. D. Moor	Bert F. Keltz
R. M. Howard	W. F. Keller
P. M. McNeill	Grider Penick
F. J. Reichmann	M. R. Everett
L. H. Charney	Lea A. Riely
Chas. B. Taylor	W. W. Rucks
Wm. Mussil	John F. Kuhn
N. Price Eley	John E. Heatley
R. Q. Goodwin	H. A. Shoemaker
Ellis Moore	F. M. Sanger
R. L. Murdoch	H. Dale Collins
	Jeanne Green

Mathille Bjerregaard
 Ida Lucille Brown
 C. P. Bondurant
 Herman Fagin
 E. R. Musick
 Clark H. Hall
 Mary Whelan
 L. A. Turley
 Carl A. Nau
 B. E. Mulvey
 T. M. MacDonald
 Horace Reed
 Pat Lawson
 Edward C. Mason
 W. L. Bonham
 Coyne Campbell
 L. J. Starry

Charles Lincoln White
 Harry Wilkins
 Dan Ray Sewell
 Lee K. Emenhiser
 Ernest Lachmann
 C. N. Berry
 J. B. Goldsmith
 H. W. Butler
 James R. Reed
 Henry H. Turner
 Rex Bolend
 W. K. West
 H. Jeter
 A. B. Chase
 H. Coulter Todd
 E. S. Ferguson, Secretary.

"It has been unanimously agreed by the Hospital Board of the State University Hospital and Crippled Children's Hospital, in regular session, that existing conditions in connection with the management of the Hospitals have reached a stage which makes it most advisable that those in authority be apprized of this situation and that the following resolution be presented to Dr. W. B. Bizzell; President of the University of Oklahoma, to be placed before the Board of Regents at his discretion:

RESOLVED that due to the apparent difference of opinion as to authority in conducting the affairs of the Hospital, considerable unrest exists among the various staff members, departments, and employees of the Hospital. This we deplore and request that steps be taken to immediately clarify this situation.

The attached graph^C chart was devised after years of experience and was successfully employed as an administrative guide for a number of years. This administrative alignment conforms to the experience of administrators in many other university hospitals. It also conforms with the Enabling Act which provided for the construction of our Hospital and its administration.

The present divided administration has made it impossible to properly pursue the professional interests of the institution which have to do primarily with the welfare of patients and the instruction of undergraduate medical students, interns, and nurses. As a consequence, there has been much unrest with associated disturbance of morale among staff members and employees in spite of abiding loyalty to the University.

We respectfully request that the administration of this institution be made to conform to the principles and rules set forth in the Enabling Act in order that the former harmony and efficiency may be restored and that we may not be further subjected to the risk of sacrificing our rating before the Council on Medical Education and

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Hospitals and the American College of Surgeons. In this way we may hope to maintain the loyalty which has played such an enormous part in the work of the Medical School and the University Hospitals. "

Respectfully submitted,

E. S. Ferguson, M. D.,
Chairman of the Hospital Board

R. Q. Goodwin, M. D.,
Secretary.

Oklahoma City, Oklahoma,
January 10, 1935.

To the President of the University of Oklahoma:

It has been publicly announced that there is a movement on foot for the appointment of a full time Dean of the Medical School of the University of Oklahoma.

There is a wide difference of opinion as to the advisability of a full time Dean since at the present time only about four out of seventy-six medical schools in the United States have such an appointment.

It is the opinion of our faculty that this is a question involving very careful study before definite action is taken. We feel that such a study should be made by a committee especially qualified in medical education."

The above motion was unanimously adopted at a special meeting of the faculty of the University of Oklahoma Medical School on January 10, 1935.

(Signed)

R. M. Howard,
Faculty Chairman

E. S. Ferguson,
Faculty Secretary.

Following the reading of the resolutions the doctors were invited into the meeting.

President Bowman addressed the members of the committee, stating that the Board understood from President Bizzell, that the committee had some matters that they would like to discuss and suggested that they proceed to make whatever statements they desired. He explained that the resolutions had been read.

The stenographer's report, copy of which is hereto attached, contains the discussions and statements by the various members of the committee.

Following the general meeting, the visiting physicians were permitted to retire.

President Bizzell reported that in conformity with instructions at the last meeting of the Board of Regents, authorizing the appointment of a medical director in the hospital, that Dr. Hugh Jeter had been so appointed. President Bizzell recommended that Dr. Jeter, who was approved by Dean Moorman, be elected to the position of Medical Director, and that his salary be fixed at the rate of \$5,000.00 per year, to date from February 1, 1935.

President Bizzell stated that Dr. Jeter had agreed to give full time to this position, but that he would want the privilege of two hours per day for private work in Pathology.

The motion was made, seconded, and carried, that Dr. Jeter be appointed Medical Director, in accordance with the recommendation of President Bizzell and Dr. Moorman, Dean of the School of Medicine.

There was informal discussion on the duties of Dr. Jeter, after which the following proceedings were had:

CHAIRMAN BOWMAN: In connection with that -- my idea would be that we ought to act on the business manager and Dean because the governor was so insistent about it and wanted it decided right away.

MR HATCHETT: I kind of feel like they are trying to stampede us. They brought all the pressure in the world on me to line me up and I never was much of a man to be lined up until I find out the facts for myself, and study it, and find out what I think is best to do. I think very highly of Dean Moorman, and Mr. Bostic, and I think very highly of the medical college, and Mr. Bostic's administration of the hospital, and I feel that if we would appoint someone else as business manager I would not know who to appoint -- there has been two men recommended, and I would not be for either one -- I would not be for Smith or Alexander -- they have both been recommended to me.

CHAIRMAN BOWMAN: I know what the governor said. He wants us to elect a man recommended by Dr. Moorman and Dr. Bizzell.

PRESIDENT BIZZELL: I would not know who to recommend.

MR. HATCHETT: I would not either.

MR. KERR: I would like to say, in the record, that I feel it would be a discourtesy on the part of the board, to the senate, knowing they have a resolution pending --

CHAIRMAN BOWMAN: Have they a resolution pending?

MR. LEDBETTER: Yes, they have one resolution pending and let me say something about it --

(Discussion)

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MR. LEDBETTER: At first I began to hear these little things and I did not pay any attention to them, and belittled them and made fun of the doctors as being a big trust and so on and it kept coming and coming to me -- and Dr. White and Dr. Reed and Dr. West and Lowery, they have spent a whale of a lot of time and effort out there and I talked to Dr. Bizzell, and I was brash enough to make the statement that I thought possibly I could get the differences between the business manager and the hospital -- now, it is not all Dr. Moorman -- it is the whole staff, from one end to the other.

MR. HATCHETT: I am quite sure of that.

MR. LEDBETTER: And I made special effort to find if these differences had become irreconcilable and I talked to Dr. Goodwin, talked to him a long time, went to his house, and he thought that it had reached a point where they would be irreconcilable -- that the esprit d' corps had been destroyed over there, as Dr. Clymer said -- if we put Dr. Jeter in there, under the general approval of the Dean of the school -- these are more or less petty things -- it is a difference in the manner of principle, -- if we put him in in charge of the hospital and put Bostic under Jeter and put Jeter under the Dean and ask these gentlemen if they will not be good enough to cooperate, we can reestablish things and get along without any trouble; in spite of the fact they have told me that they did not think they could, -- it is not Bostic's fault -- half of it has been mine -- I know when Bostic was put in I insisted that he have part of the charge of the lay personnel, and that the Dean has charge of part -- but it is like a collateral attack on judgment, and you get to where the line peters out. I talked to Senator Reinhart, that job in the University, the other day, about fees, someone brought up this petty cash fund, and it started the damndest fire you ever saw, and they voted not to table Paul Stewart's motion that the University be not permitted to charge the students fees; but they would not table his motion, and they are at this time trying to get this thing put off until they could get a committee appointed to investigate. Paul Stewart is on that committee and Reinhart and Chamberlain -- we are going to have about three investigations, and we are going to have some unfortunate legislation and have to have some friends along the line. We may have to make our peace with the governor or try to control the legislature. I know Senator Reinhart is hot as a fire cracker to get in here on the medical school.

PRESIDENT BIZZELL: Do you gentlemen realize that the medical school, and the hospital, is responsible for all our trouble? All these things the Dean is talking about -- I talked to everyone of these men that have made a speech here, and everyone of them except one -- it is something directly, or indirectly growing out of this situation.

MR. LEDBETTER: Paul Stewart is mad because he had a boy that could not get into the medical school, because he had not made the grades --

MR. HATCHETT: Suppose we talk about this business manager. It has been a political matter for years and if Governor Marland has a good man and he meets with our approval, and with the approval of the medical fraternity, and there is no objection, I am in favor of following his recommendation, if he wants to make one. I will seriously consider it.

PRESIDENT BIZZELL: He told me that he did not have anybody in mind. That he wanted the Board of Regents to run the University and he did not want to make the appointment, and I have no -- I have no recommendation to make to the board. Frankly, I do not know where you will get one. As a business manager.

(Discussion).

MR. HATCHETT: I move, in view of the communication from Governor Marland, to Dr. Bizzell, which was communicated to the board, that we take no action at this time upon a change of the business manager. Particularly in view of the fact that the state senate is now about to investigate the University Hospital.

CHAIRMAN BOWMAN: Is there a second?

A VOICE: I second the motion.

CHAIRMAN BOWMAN: Those in favor of the motion say aye. Motion carried.

MR. HATCHETT: I want to make another motion. It is ordered that all fees on recommendations for reports, of any kind, furnished by the University Hospital, or any of its employes, shall be paid to the hospital. No reports, information or records, of any patient, or concerning any patient, shall be furnished without the approval of the physician having charge of the patient, and the patient himself; unless ordered by some court of competent jurisdiction.

A VOICE: I second the motion.

CHAIRMAN BOWMAN: All in favor of that motion say aye. Motion carried.

MR KERR: I want to make this further statement: At the last meeting of the Board of Regents a motion was unaminously adopted that the budget committee be requested to provide \$10,000 per year for medical research at the hospital, and I desire to report that I had the matter up with the budget committee and they have so recommended.

CHAIRMAN BOWMAN: If there is nothing furhter, the meeting is adjourned.

(Thereupon, at 1:30 o'clock p. m., February 12, 1935, the meeting of the Board of Regents was adjourned.)

Emil R. Kraettli
Emil R. Kraettli, Secretary.