

UNIVERSITY OF KANSAS MEDICAL CENTER ARCHIVES

ORAL HISTORY PROJECT

Dr. Franklin Murphy

January 19, 1990

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Interviewee: Dr. Franklin D. Murphy

Interviewer: Deborah L. Hickle

Place: Dr. Murphy's Office
Times-Mirror Building
Los Angeles, California

Date: January 19, 1990

DEBORAH HICKLE: Dr. Murphy, first of all I'd like to start this interview by asking you to describe your family life, your childhood and your early education.

DR. FRANKLIN MURPHY: Well, I was born in Kansas City, Missouri, almost 74 years ago. My father was a practicing physician, an internist, in Kansas City. My mother, whom he had met when they were both students in Germany, was an American of course, but was studying piano in Europe. They met, I think, in Berlin, although, they both, curiously, came from Kansas City, their families did. My mother was a concert pianist for a while but when she married my father and I was born she had to sort of give that up, although she always had a lifelong interest in music. As I say, I grew up in Kansas City. I went to elementary school and high school there. I went to a private boy's school called Pembroke School and graduated. I should add that I had a younger brother, 2 1/2 years younger than I, named George, he died about two years ago, he was a Professor of Pathology at Cornell University in New York, New York Hospital. He died of multiple myeloma. My sister, named Cordelia, who was the youngest of the three, she'd be about 4 years younger than I am, married a young architect and moved to

California right after World War II, and has lived in Pasadena since then. She has two children.

HICKLE: And their names again?

DR. MURPHY: Who?

HICKLE: Your brother and sister.

DR. MURPHY: My brother was Dr. George Murphy and my sister was Cordelia Alice, and she married a man called Ennis. As I say she had two children. My brother and his wife had no children. Both, unfortunately, have now passed on. As I say, I graduated from high school in Kansas City and while in high school I was very active athletically. I played football, I played basketball, tennis, golf, etc. I then went to the University of Kansas as an undergraduate and sort of wandered around intellectually until I made up my mind, I think in about my junior year, that I would like to try medicine. I made that decision in spite of my father, not because of him, I should say, by then he had passed on. He died when I was a freshman in college. I should add that my grandfather, Hugh Charles Murphy was a physician. He was a country doctor in southeast Missouri and then moved to Kansas City. Then my father was a doctor, so I was the third generation. In any event, I had decided in my third year that I wanted to major in biology and perhaps go into medicine. In my senior year, I applied for medical school at the

University of Pennsylvania, which was my father's alma mater, and was accepted. However, shortly after my acceptance, I received, or had the opportunity to have a fellowship to study in Germany. I had never really been much out of the midwest and I was rather excited about this prospect, so the University of Pennsylvania people agreed to postpone my entrance for a year. I went abroad to Germany and I went to the University of Gottingen, in north central Germany, to work in physiology with a man called Hermann Rein, who at that time was the leading vascular physiologist in the world, probably. Half-way through my time in his laboratory, he was taken away by the Nazis. He was very outspoken. He wasn't Jewish, but he was very anti-Nazi. So for the last half of my more than a year, I simply travelled and wandered around Europe, and it was an enormously important experience. It was a mind-stretching, eye-opening, experience for a provincial little midwestern boy who had never been anywhere, and in those days, you see this was in 1936 - 1937, it was not common for young college students to go abroad. Well, in any event, I came back and I went on to medical school in Philadelphia.

HICKLE: Could I interject one question here, about your exchange fellowship in Gottingen. Was this related at all with the fact that Germany had a long-standing reputation as a premier nation in medical education?

DR. MURPHY: Well, partly I guess. But, I think basically that it was an opportunity to live in another culture and in another country and in another part of the world. I'd

have to frankly admit that the medical and the scientific experience was almost secondary. And I must say it worked, because my whole outlook on life changed. As I say, my mind was stretched, my eyes were opened, and for the first time I got interested in art. Although, my aunt, I should have said by the way, my father's sister, my Aunt Alice, was a professional painter. I never knew her. She died before I was born, but she was a professional painter. She studied in Europe, and trained in Europe at the turn of the century and was a friend of some of those very famous women painters, such as Mary Cassatt, and so on. She died a very early premature death, before she really had an opportunity to make a name for herself. But, I grew up in a house that was filled with her paintings, so I was naturally accustomed to painting and to art. My mother was a concert pianist. Then to go to Europe and see the great museums and the great public buildings and cathedrals, etc., right face-to-face, rather than through a book, was a very, very mind-stretching experience. From that day on, I've always had an intense interest in art. I have no talent, but I have always appreciated painting and sculpture and that kind of thing, and that may account for the fact that I have been a trustee, and still am a trustee of a number of art museums. Well, in any event, I returned in 1937 and entered medical school in Philadelphia and was there for four years. I graduated first in my class in medical school, which pleased me very much because I was there with a lot of Ivy League types who had had their undergraduate work at Princeton and Harvard and Yale and so on, and it pleased me that a little ole Kansas boy could beat'em to the wire. But, in any event, I then received an internship--in those days you had an internship before you did the residency--in Internal Medicine at the University of Pennsylvania Hospital.

That was my first choice and I got it. While I was there, I graduated in 1941, the war had started in Europe. I stayed on, however, for a while and did my internship, a rotating internship, and was accepted into a medical residency with a lot more responsibility than normal because a lot of the faculty by then had left to go off to the military. The University of Pennsylvania staffed a hospital called the 20th General Hospital which was sent off to Assain in India, so we house officers had much greater responsibility.

HICKLE: Do you remember, Dr. Murphy, at that time prior to the war breaking out, what were your goals and interests at the point that you received this particular work in internal medicine?

DR. MURPHY: My goals at that time were to practice medicine, period, and to do it in a way that I could still have a hand in on teaching and research at a clinical level.

HICKLE: Did you have intentions to come back to Kansas?

DR. MURPHY: No. As a matter of fact, I almost didn't quite promise but, tentatively agreed to go back to Pennsylvania. Well, let's put it that way, I was intending to stay in Philadelphia. I had this experience, and then I was taken into the Army. I went into the Army, and immediately, because of my work at the University, I was attached to something called the Office of Scientific Research and Development, the OSRD, which

had been set up in Washington to expedite the study of a variety of diseases that the military was seeing for the first time, and figuring out cures and drugs and all that kind of thing. While at Pennsylvania I had worked, relative to the OSRD, in figuring out dosages for penicillin. I and my group at Philadelphia and a group in Baltimore at Johns Hopkins and a group at Boston's Massachusetts General Hospital, the three of us had the first penicillin ever to be used in the world.

HICKLE: This was in the treatment of tropical diseases?

DR. MURPHY: No, no. This was in the treatment of all kinds of diseases to which we are sensitive to penicillin. For example, we were the first ones ever to treat anthrax with penicillin. We treated different kinds of bacterial diseases with penicillin. But, that's how I had a connection with OSRD and how they knew about me, because I had done that while I was a resident. Well, when I went into the Army, they immediately asked the Army, I was in uniform, to lend me to them, to the OSRD, and I was sent to Memphis, Tennessee, where a center had been set up, with several other Army officers. Our job was to develop, test and screen drugs for malaria. And that we did. We did that for a period of time and we had developed a drug called Atabrin, which we tested and proved that it was safe and had minimal by-products and it was working extremely well, and, our unit was dissolved, in effect. I was sent to Atlanta, where I was to be a part of a new hospital that was being organized, an evacuation hospital that was to go off to the Philippines and the plan was that we were to take all of the casualties that they

expected in the invasion of Japan. It was while we were organizing ourselves in Atlanta, I think it was called the Lawson General Hospital, that the bomb was dropped on Hiroshima and then Nagasaki, and then everything went into hold and we were not sent off. The Japanese sued for peace, the war in the East was over and that unit of ours was dissolved and I was then attached to a hospital in North Carolina, and then moved again to Leavenworth, Kansas, where my job was really to do physical exams and process people who were now getting out of the Army.

HICKLE: How long did you do this work?

DR. MURPHY: Oh, I did that for about a year, I guess. Then I was discharged and by that time, my wife and I --we had two children by then-- decided that we wanted to go back to Kansas City because I had been invited to come back to the University of Kansas to practice and to be on the clinical faculty of the University of Kansas.

HICKLE: Were you invited by Dr. Wahl?

DR. MURPHY: Dr. Ralph Major was the major figure. He was the professor of Medicine, head of the Department of Medicine. And the idea was that I would do part-time practice, part-time teaching and research at the University Hospital. Now, that appealed to me because we had so many friends in Kansas City, especially my wife because she had grown up there. I forgot to talk about her, didn't I? I have to go back

a little bit. When I was a sophomore medical student, I met her. It was a blind date kind of a situation. My cousin was giving a party and the man that was to take her, something happened and he got sick or something, and my cousin called me up and said he had a nice girl and that he was having a party and would I mind taking her. I had nothing to do and said I would and then I met Judy. She was a student in Vassar College. Well, I was rather taken with her and when we both went back East, I to medical school and she to Vassar, I would see her from time-to-time. I would meet her in New York and things like that and we finally decided that we wanted to get married and her parents seemed to think well of me. So we got married in December of my senior year in medical school on the 28th of December, 1940, and went back to Philadelphia and set up housekeeping, as it were, and I graduated and then I stayed there. During the period of my being in Philadelphia and during the period of the war, we had two children, the two older girls. The oldest one is Joyce and the second was Martha. You saw their pictures there when they were little tykes. Well, now I'll jump ahead, and now I'm back in Kansas City and I'm at work practicing medicine and doing some teaching and trying to get started with clinical research at the medical school.

HICKLE: What area of research?

DR. MURPHY: Well, I was interested in what happens to the circulation of the blood, the whole vascular system, when it collapses and the body goes into shock. And measuring that and measuring the chemical changes and what causes them. In any

event, the dean at that time was Dean Wahl who had been dean for years and years. Now, the University of Kansas Medical School meant a lot to me because my father was one of the founders of that school. That school, there is a lot of material as to how it was created. There were some proprietary medical schools and my father was secretary of one of them, and they came together to create The University of Kansas Medical School, and my dad came over with that group. Well, for much of his life, he was a clinical professor of Internal Medicine at the University of Kansas, and apparently much loved and respected. So I had a special feeling, and I as a little boy had often gone with him when he made rounds and I knew all of the old-timers, well, they were a little younger than my dad but they were almost his peers. Dr. Ralph Major, who was head of Medicine, Dr. Dennie and Dr. Sutton who were in Dermatology. They were all great names. Dr. Tom Orr who was professor of Surgery, Dr. Harry Wahl, who of course was a Pathologist as well as dean and head of the hospital, Logan Clendening I knew quite well, Earl Pagett who was head of plastic surgery, Dr. Neff who was head of Pediatrics. They were all friends of my father's and I knew them all from the time I was a little boy.

HICKLE: Can you recall, at that point, who impressed you the most?

DR. MURPHY: Well, I was very fond of Dr. Major. I can't say that any of them stood out. I liked them all, I mean they were very good to me. There was one, a younger one, older than me, younger than them, who I guess I felt closer to than any because he was

so kind to me when I was a kid and when I came back after the war and that was Dr. Mahlon Delp. He and I were quite close.

Well, I am now practicing and working, and so on, and the Chancellor of the whole University at that time was Deane Malott and Deane Malott came down one day to the medical school and called a group of the younger ones of us, together who were on the medical faculty. There were about six or eight of us. We had all come on the medical faculty after the war. We were the new young group, the young turks, you might say. Paul Shaeffer in Surgery, myself, Herb Miller in Pediatrics, Bob Stowel in Pathology, and I forget, two or three others. He called us together and he said "I would like to form a committee of younger people to look at this medical school for me and tell me what is wrong, and tell me how we can improve it."

HICKLE: What year would this have been?

DR. MURPHY: This would be about 1947. So we agreed and when the group met they decided to make me the chairman. So we had a series of meetings and came to some conclusions. And there were conclusions that you might understand--the medical school needed more money for operations, it needed substantial expansion of its physical facility, etc. One recommendation was that it needed a new dean, that Dr. Wahl had been there just too long and he had too much on his shoulders. He was director of the hospital and he was dean and he was a professor of Pathology. There needed to be a

full-time dean as well as a full-time director of the hospital and Dr. Wahl should be properly retired; he was pretty close to retirement anyway.

HICKLE: So this committee was called together by Chancellor Malott with the blessing of Dr. Wahl?

DR. MURPHY: Yes, he told him to do it. Wahl thought it was a good idea. So, the findings were written down and I wrote it down and it was all approved by the committee and circulated around and then I took it up to Lawrence and gave it to the Chancellor and said, "Here's the recommendation and thank you very much". I came back and got a telephone call about a week later, and he said, "I accept the whole thing, without modification. I'll try to get the money, where we'll get the money for the new buildings, I don't know, and I accept the fact that there is a new dean, and I've checked with two or three of the older faculty, including Dr. Wahl, on suggestions of who the new dean should be and they were unanimous that you should be the new dean". I said, after a moment of stunned silence, "Chancellor Malott that's ridiculous, I'm 32 years old, for God's sake. I'm a kid and I have no administrative experience". And he said, "They all say that you are the one to do it. You are well-trained, you have a good background and you are articulate". "Well," I said, "I've got to think about that". So I went up to see him and he knew I was very hesitant, and I said, "You know, I've spent all of my life planning, working to practice medicine. I like people, I like the laying on of the hands, I like to deal with people, and I don't know that I want to sit in an office and move paper

around". He said, "Well, I'll tell you, you take this temporarily, a minimum of three years, and during that period of time you try to get some of these things done that are also in the report and simultaneously go on the search for a dean". Well, as I look back on it, I realize that that was a very effective means of seduction. I said, "Well what the hell, it's still medicine, I won't be away from medicine and I can go back and that's no problem". So, I said I'd do it and moved over to the hospital, to the medical school, and left my practice and turned my patients over to a partner I had, Lawrence Steffan, and started to administer, whatever that means. Well, after two or three years I found myself absolutely fascinated with what I was doing. Because, I suddenly discovered that this was just not pushing papers around, this is the whole business of people. Dealing with people, identifying them, motivating them, having some dreams, some ideas, moving in that direction. That's when the whole Rural Health Program developed. I conceived that because I saw that that was a problem out in the state. I then figured out a way to tie the building program into the rural health program. More doctors and programs and getting them out and getting the legislature to support that, because the legislature had some money. The state had some money that had built up during the war that they couldn't spend and I got first in line and I discovered I was a pretty good politician. I had the help of some friends at the Kansas City Star whom I got to know, Alvin McCoy and Lacy Haines and people like that. Well, at the end of three years, nonetheless, I wanted to go back and I had identified the man that I wanted to succeed me. I had brought Clarke Wescoe out from Cornell to be Professor of Pharmacology. I brought him out to be Professor of Pharmacology, not to be my successor.

HICKLE: Did you know him personally?

DR. MURPHY: No. I knew him by his reputation. I met him in New York and found him very attractive and very articulate. I explained what we were doing and how things were moving forward and by that time I had gotten all of this money from the legislature to do the building and had made some changes. See, the medical school in those days was divided in half. A year and a half was in Lawrence and two and a half down there. Well, I wanted to move the whole thing down. I thought that was ridiculous. I had gotten that done, but, I needed buildings in order to do it. It was all sort of an integrated plan underway. And then, Wescoe came and after a year, I said, gee, that's the guy to succeed me. He's articulate, he's knowledgeable, he's decisive, and he was already building an interesting department in Pharmacology. Well, I had gone through all of this kind of thing when, out of the clear blue sky, I read in the paper, I didn't even get any warning, that Deane Malott had resigned as Chancellor and was going to Cornell as President. Well that bothered me, but in a sense I thought what the hell, it's got nothing to do with me. I am going to go back, I had the deal and, maybe I'd have to stay an extra year until the new man comes and the new man is going to have to appoint Wescoe. The next thing I knew I was at a meeting in, of all places, Ithaca, New York, where Malott went, although it had nothing to do with Malott. I was at a medical meeting up there. I got a phone call from the chairman of the Board of Regents who was Lester McCoy, I think, at that time living out in Garden City, Kansas. He said, "Well, when can you get back, you've got to come back. The Regents Committee just

selected a new chancellor and wants to talk to you". I said, "Well, what's that got to do with me?" "Well, we would like to talk with you." I said, "I can give you my advice at anytime, over the phone". "No, we want to talk with you", they said. Well, I had a premonition. But, in any event, I said okay, I'll be back in two days. So, I got back and I met them in Topeka and we sat down and they said, without any preliminaries, "We want you to succeed Malott as Chancellor of the University". I was 35 years old. I looked at them and said, "Well, you must be crazy. I'm trained as a medical doctor. I made a deal. I am going to go back and practice medicine. And I made a deal I'd find my successor, I've found him, he's in place. Maybe he needs another year of getting acquainted with people in the state, but he's the guy". "Well, you've got to do this. We need you." So they started seducing me. And I compared it to the seduction of a woman by a man, young girl by a boy. They're out and the boy says, "Now look, let's sleep together, it's a very interesting experience, we'll have a lot of fun. We'll have a very good time". "No, no, I won't have anything to do with that, I think that is wrong." "Well, no, come on, come on. Why not, just once. Just one time, what harm is that going to do. You talk about this virginity business, it doesn't mean anything. It is just a state of mind and if you really love me and if you have great affection for me then why not? You will enjoy it as much as I. Just once, that's all I'm asking." Well, if you're persuasive enough, she'll say okay, just once. By that time you've been necking and everything else and she's feeling warm and everything to begin with. And then, it's done. And then, all of a sudden she discovers well, I'm no longer a virgin, but I feel exactly the same. That word doesn't mean anything. The second time is so much easier, there's

nothing there, and then the third time. So you start down the primrose path. Well, I'd been seduced once. And the second seduction, it turns out, wasn't all that difficult. And furthermore, I had discovered, in a way, I enjoyed administration. There was something very creative about it. But I did know that that was the ultimate crossroads.

HICKLE: Before we continue with your appointment as Chancellor, there are a couple of things I would like to talk to you about, going back to your early days as Dean. I had a look through a lot of your papers and found some of the programs and activities that you were involved in and promoted while you were Dean. The postgraduate education, as we talked about ...

DR. MURPHY: Well, that was part of the Rural Health Plan. You see, that was a package, if you read my papers. A part of the curriculum that would have the young doctors spend a certain number of weeks working with a general practitioner in a rural area. Then, telling the communities that you're going to have to provide proper facilities, modern facilities, for the doctor. A clinic, if you will, lend him money at no interest, or whatever, to get a place where he can practice modern medicine. And then, guarantee to the young doctor that he would never be medically isolated, that we would have circuit courses where the people would go out and he could come back and get up to speed.

HICKLE: Was the Rural Health Program something that you had recognized that you

had wanted to do when you were on the committee? Back before you were Dean?

DR. MURPHY: No, no. It is only when I became Dean and started looking around. You know, I asked myself, what does a state medical school what obligation does it have to the state and what are the medical problems in the state of Kansas? Well, the basic medical problem was that there were a large number of communities that were bereft of medical care. Their doctors had either died or gone off to war and didn't come back.

HICKLE: Did you find it easy to articulate this?

DR. MURPHY: Oh yeah. I wrote it down and I made some speeches about it and then I got the Kansas City Star interested in it and a couple of the other newspapers out in the state. I was lucky. I had a number of classmates, who had been my classmates when I was an undergraduate at Kansas who by that time owned newspapers, in Independence, Missouri, and two or three other places, Great Bend, and so on. So I had contacts which was very helpful. And then I had the Kansas City Star which at that time had enormous influence in Kansas. I mean, they decided who was going to be governor and everything else. And they got behind me. Then I got the farm organizations and their representatives in the legislature, Farm Bureau, etc. I forget which legislature, but I believe it was in 1950, our bill, which included X millions of dollars for building, more that had ever been appropriated in Kansas for any building project anywhere, and oh I remember, I got 4 million and 2 million federal money. So I had 6 million. And you

know, that's six million real dollars. That's like today's 30 million or whatever. And so, that's where we really got the building program going. But, it was all a part of a package. The post-graduate and everything.

HICKLE: Did you realize what the national impact would be of the Rural Health Program?

DR. MURPHY: Well, not in the beginning. I was thinking only of Kansas. But then as people started writing me letters and then, in those days there was a magazine called LOOK, and it got in LOOK magazine and it got in several others and then I was asked to become a member of the Council on Medical Education in Hospitals of the AMA and asked to make speeches about the thing. And then I suddenly realized that Kansas was not unique in having this problem.

HICKLE: Well, and it fit in well with the problem that the United States was facing, in a sense of private versus national health care.

DR. MURPHY: Precisely. And that was another thing and then the AMA people saw that very quickly.

HICKLE: As far as implementation goes for the Rural Health Program, was that difficult?

DR. MURPHY: No. I talked to a lot of the doctors out in the state. They were all for it. My medical faculty said, "You know, there aren't that many general practitioners that would take a medical student". I said, "I've talked with a number and let me just see. I had the cooperation of the Kansas Medical Society. We had more people applying to be preceptors than we had need for.

HICKLE: Were you involved at all with the actual fund-raising? The six million dollars that you were talking about. Did you go out and fight for that yourself?

DR. MURPHY: Oh, my god, yes, my girl! I made speeches in every corner of the state of Kansas and I was in Topeka and I was talking to newspaper guys. I'll say I did. I personally did the whole thing. I didn't have much help on that.

HICKLE: Is that when Wescoe got his "feet wet"?

DR. MURPHY: No, that was all done before he came, but by that time I had made so many contacts out over the state that I would take him out with me to give routine speeches. Because, the Kansas Nursing Association and the Kansas this and the Kansas that all wanted me to give speeches, you know, and I often would take him with me.

HICKLE: When you were out there, before Wescoe came, who took care of the daily activities back at the Medical Center?

DR. MURPHY: Well, happily, I had gotten the commitment from Mallott and we had already had that in place, to have a full-time head of the hospital. Wahl was everything. He was dean, he was Professor of Pathology, he was director of the hospital, director of the outpatient clinics, I mean the whole deal. So, I got an agreement and we hired a man called Charles Newell. Wonderful guy. We got him out of state government. He hadn't had much experience in hospitals but he was a quick learner. He took care of all the administrative business components. He was the one that hired the accountants and saw that the bills were paid and all this kind of thing. So, like any medical school, I had an executive committee of the faculty and I had a damn good secretary. You know, when I was out there and being the P.R. fellow, fronting for the medical school, I sometimes think it used to run better when I was gone than when I was there. At least I couldn't interfere with them.

HICKLE: What about the switch from part-time to full-time clinical physicians on staff at the Medical Center. What was the purpose and what were the ramifications of that?

DR. MURPHY: Yes, I started that. Well, the purpose was very clear and that it is that a certain number of faculty had to be there all the time. So the problem was could we provide office space for them and then how do they compensate for their office space. So I identified a fair number of people and I said you either have to make a choice, you either come on the faculty full-time or we get somebody else to do it. The bulk of them were happy to. Then I worked out a formula. Of their practice a certain a percentage

would be back to the state in lieu of rent for their office and we paid the secretaries, but we got money from them. It was a formula, a sliding formula. The surgeons paid more because they made more, and the pediatricians paid less because they made less. It was fair and I think they still have it.

HICKLE: You also, I noticed, switched the B.S. for nursing from the college of liberal arts to the medical school.

DR. MURPHY: Yes. I thought that was where it belonged.

HICKLE: Then as you said, the post-graduate education was tied in then with the Rural Health Program.

DR. MURPHY: Yes, and that of course was another fund-raiser that I had to do, because, you know that building on the corner of the campus up there, I got that from the Kress Foundation. That was private money.

SECOND TAPE

HICKLE: Could you describe the physical surroundings, the aesthetic nature of the position as dean at the medical school? Did you feel that it was befitting for a dean at that time?

DR. MURPHY: Well, to be honest with you, I never gave it much thought. I simply moved in to Dr. Wahl's office. There really wasn't much alternative because the A Building, or the Murphy Building, had everything in it. It had the library on the second floor where the dean's office now is or the Executive Vice Chancellor. It had operating rooms upstairs. It is unbelievable what it had in it. It had urology there and that's all cleaned out now and put where it ought to be. That was a part of getting it out, why we had the building program. So I had no alternative. I just simply moved into Wahl's office. Now to be perfectly honest with you, I never gave it a second thought. It was an adequate office for me. It was, I know by the time Clarke moved in he had maybe moved to the second floor. I don't know who moved up to the second floor, because the library had been built and they had all of the books out. I don't think that the office is all that important. At least in my time, the important thing was to get out and meet the people and get out and convince them that the Medical School, a healthy good medical school, was important for the state of Kansas and convince them of my integrity and that I knew what I was talking about.

HICKLE: And at that time most of this was done outside of the Medical Center?

DR. MURPHY: Oh, completely. Almost entirely. You must remember that the bureaucracy was very different in my day. It was very simple. I think that Dean Mallott, and even I when I went to Lawrence, had one Vice Chancellor, period. In Kansas City, there was a Dean of the Medical School, period. There was a director of nursing,

period. Now they've got Executive Vice Chancellors and Vice Chancellors and Assistant Chancellors. None of that existed in my day. It was a Chancellor, a Vice Chancellor and a series of Deans, period.

HICKLE: Something else I wanted to go back to, we were talking about your youth, when you came on as Dean in 1948 you were 32 years old and you were working with some of the people you had known as a child who had worked with your father. That must have had quite an effect upon you, coming into that. How did you address this?

DR. MURPHY: Carefully. First of all, it became very clear to me that the last thing I should do is to throw my weight around. I mean, that would have been clearly the easiest way to of alienated these people and then the ballgame would have been over. So I treated them with respect that you would treat an elder but at the same time I made it very clear that I had a set of ideas, I shared them with them, but in the end I would have to make the decision. So it was a combination of treating them with respect but also firmness.

HICKLE: So this was done probably on formal and informal levels at meetings, but also did you sit down with some of them individually?

DR. MURPHY: I never, never called the older ones--Tom Orr, Ralph Major, Harry Wahl--never would I call them by their first names. It was always Dr. Major, Dr. Wahl,

Dr. Orr, Dr. Curran, Dr. Dennie, etc. Never would I do anything but. The same was true in Lawrence. When I went to Lawrence, there were professors that had been my professors when I was a student. Ray Brewster I remember. It was always Professor Brewster. Now, the younger ones were always of course, Mahlon--you know, first names.

HICKLE: Going back to the point when you were offered the position as Chancellor at KU. I found a piece of correspondence, an interesting piece of correspondence, from you to Mr. Russell Field, Jr. and in it he had written a letter to you, obviously, saying that he had heard that you might be up for the position as Chancellor at KU, and you wrote back and said that you had informed them at that point that you were not interested in being considered for the job, for the post. And this was in June of the year that you became Chancellor. What changed your mind during that time?

DR. MURPHY: Well, when I came back, you know, when they called me and asked me to come to this meeting. Let me go back a minute. After Mallott left there were people in Lawrence, Dolph Simons the newspaper editor, the elder Dolph, and some other people, even members of the faculty, who had called me and said, "Look we are going to put your name in for Chancellor. We think you'd be a superb Chancellor. We need somebody like you". And I said, "Don't you do it. I'm not interested. I have no interest whatsoever. I made a deal. I'm going back into medicine. I'm not going to throw away what I spent most of my life trying to develop. I like practicing medicine". Then when I was asked to come back, I had a hunch that maybe I was going to get in

the backseat of the Dodge, you know, and get another pitch. I really said to myself over and over again on the airplane, you know you've got to do it in a nice way but you're not going to say yes. And I got back and sure enough I went to Topeka and I went to the Regents room and I got the pitch. Well, you say, what made me say yes. I loved the University. As I told you, the University had been very much a part of my life. I remember going up to Lawrence as a little boy with my mother and father. I remember the beauty of the campus and wandering all over it as a kid. And then of course, I'd climb that 14th Street hill back and forth everyday for four years. I love the campus. Were you an undergraduate there?

HICKLE: No, but I've been there several times.

DR. MURPHY: It's a beautiful place. You know, in those days it was much more beautiful to me than it is now because they've covered it with new buildings. But there weren't all that many buildings then. It was just lovely. Anyway, there was this emotional attraction. What else is involved in a seduction? You don't sleep with someone you don't care for. Or if you do you get into trouble. Then there was the kind of ego thing. The 'we need you' type of thing. So, how do you get somebody to do something that they are a little reluctant to do? Well, you flatter them. As I say, it doesn't happen unless there is some affection there to begin with. So I guess I was simply seduced, that's all. But, in the process, I knew I was making a very fundamental decision. I did not think that when I became dean. Medicine is medicine. I wanted to

go back to medicine. If you are away from it for three or four years but you are around it, you don't lose track. But I knew there was no going back on this one.

HICKLE: So you consider this more of a watershed than the deanship?

DR. MURPHY: Oh, absolutely. This was the watershed. The deanship was no watershed. It was just a detour for a little while, but this was taking a new highway and no turning back. Have I ever regretted it? Never. Have I ever regretted leaving medicine? Yes. In a nostalgic kind of way, because I love doing this. As I said, I think the happiest year I ever had in my whole life was when I was the Chief Medical Resident at the University of Pennsylvania Hospital. Every patient in the hospital, I thought, was my patient and I was running the interns and it was a wonderful kind of experience because I love medicine and I love people.

HICKLE: At the time that you took the position as Chancellor and you decided that that was what you wanted to do, had Dean Mallott already gone to New York?

DR. MURPHY: Oh, yeah.

HICKLE: So, how was he able, or did he have time to inform you of some of the problems that were facing you?

DR. MURPHY: None. But, in all fairness, I'd been around. After all, I was one of the deans but I was not on the Lawrence campus. But, he would have meetings of the deans and I'd hear about the problems being discussed, you know. Absences of this building, the character of the budget and stuff like that. So I didn't come at it completely cold.

HICKLE: So, how did you acclimate yourself then? Did you get in touch with the key people, then, on the Lawrence campus or how did you approach your new position?

DR. MURPHY: Oh, sure, but I'd been in touch with them anyway, because I would go up to meetings. The most difficult part of the transition was trying to get to Lawrence while we were fixing up the Chancellor's residence. That was the year of the 100 year flood, right in July, and I remember the only way to get to Lawrence was to drive all the way south and go through Baldwin and then come north. The highways between Lawrence and Kansas City were completely flooded and closed, and, of course, that was before the turnpike. We used the old Highway 10 and Highway 40.

HICKLE: Do you remember some of the key people in the beginning when you took on the position as Chancellor who helped you?

DR. MURPHY: Certainly. Ray Nichols, who for many, many years had been the Executive Secretary of the University. He knew it backwards and forwards. He is still

alive. He served Wescoe and the people after him in that job and finally, there was a wonderful thing, when Larry Chalmers was fired, they made Raymond the Chancellor. He was Chancellor for, I think, two years or something like that. Ray Nichols was very crucial. John Nelson who was dean of the graduate division and served as acting Chancellor for two or three months in the interim when I was trying to close things up. E.B. Stoffer, who was professor of mathematics. A wonderful man who became a dean of the graduate division. George Smith, who had been dean of the school of education and I made him Vice Chancellor. Tom Gorton who was dean of fine arts, very helpful in that general area. Those are, I guess, the key people.

HICKLE: As Chancellor I noted that you created and built endowed professorships, gifted student programs, international education, and library holdings, you increased those and you established, also, a new center for research for science and engineering. Considering the funding problems that you faced while you were Chancellor, was it necessary to solicit significant support from private foundations?

DR. MURPHY: Well, of course. That's when the Kansas University Endowment Association really got off the dime. Irv Youngberg was the executive secretary of it and it had been kind of a sleepy thing. It was there to receive money but nobody was very active about going out and getting it. So we started several things. First of all, an annual giving program from alumni. They'd never had that. That's now grown to a very substantial size. We then began to develop programs to which we could then go to

people with real money for funding. It was some of those programs, for example, and of course I'd been doing that in the medical school so I knew a little about that, but these were programs that put into Helen Spencer's mind, first of all the Spencer Library and then the museum. It just caught on. The Kansas University Endowment Association, I don't know, you can get the records, but I think you'll find that when I took over, their assets, except for the Watkins land and I don't know what that was ever appraised at, but that had come many years ago when Mrs. Watkins died, along with the house, the Chancellor's residence. But, money beyond that I'll bet you there wasn't ten million dollars, if that. The last thing I saw is they've got 150 million and every year they have more. The whole idea of endowed professorships caught on and now they've got a bunch of them.

HICKLE: Were you still doing all of this fund-raising yourself or did you hire someone to specifically help you?

DR. MURPHY: I did. You're the one that has to make the pitch. They want to see the number one man. You don't send a boy to do a man's work. Now, you can have the staff, and identify the staff to do research for you, staff to figure out who should be a target and why, staff to do research as to what is their connection with the university. Do they have children or grandchildren or uncles or aunts or whatever. But, the pitch has to come from the boss.

HICKLE: What was the reaction in the state to your going around and soliciting a lot more of these private funds?

DR. MURPHY: Well, it was, from the alumni positive, increasingly. It was neutral to negative from, well, let me go back a bit. We haven't gotten to the George Docking episode yet. George Docking who hated the University of Kansas and indirectly then, me, figured out--and he was kind of a shrewd animal type--that one way he might hurt the image of the University was to convince the private colleges, of which there are a large number of small private colleges, more than there should be scattered all over Kansas, and convinced them that the big old gorilla of a University trying to get private money is taking money away from them. So, in the beginning we had some problems. Some of these presidents or chairmen of the board of some of these little private religious colleges wrote the Governor or members of the legislature. But it wasn't serious and I'm told that they don't really do that anymore. We also really targeted alumni. We also had the great good fortune that the law school is at KU and lawyers have the capacity to help people write wills when they don't know quite what they want to put in the will and so on. We got the lawyers alerted to the fact that we needed them to steer their clients, if they could appropriately. So, in the end, I think by the time I left anyway, any resentment to private fund-raising that existed was pretty well gone.

HICKLE: To go to this relationship with Governor George Docking that you had while you were Chancellor, obviously it was a constant battle for you to get state funding

support for the University.

DR. MURPHY: I think we had to override his veto four times.

HICKLE: What were some of the basic, root causes for these difficulties and disagreements?

DR. MURPHY: Well, first of all, George Docking, I don't know about his upbringing, but as the twig is bent so the tree grows. He was always a difficult human being. I never knew George Docking very well before he became Governor. He lived in Lawrence. He was isolated from the establishment, as it were, in Lawrence. He didn't like them and they didn't like him. They would tell me that the reason he had been sort of isolated was that whatever, there was a group situation, he was always the negative one, always the one monopolizing the conversation, and really being very rude. They said they just didn't like him. The net result of this is, through no fault of mine, that he grew up and lived his latter years in Lawrence hating the University and everything about it because he was not involved in any of the friends groups, and of the booster groups and so on. By the way, this was not true of his wife, Virginia, who was very attractive and very friendly and his sons who were graduates and were subsequently members of my old fraternity, Beta Theta Phi. But, George himself was really almost paranoid, as I look back on it, and he was determined to get the University. George was a negative man. He didn't want to build anything. He wanted to cut the budgets. He

wanted to cut taxes. He didn't want to build roads. He just didn't want to do anything. He was a very negative human being. Well, the University was out there and he hated it more than anything else anyway and I was a symbol of the University, so it got onto me and I had to battle for four solid years, every year in the legislature to get our budget. In the end, when the legislature would restore his cuts, he would then veto the bill and I had to get every year a legislature, and that meant getting some democratic members of the senate and of the house, to go with the republicans. And happily, I had these friends from college and so on who could be helpful, all over the state. We had to override the vetoes.

HICKLE: This must have taken considerable time.

DR. MURPHY: It took a great deal of time, and a great deal of physical and emotional energy. You can imagine how angry I used to get and how bitter I'd get finally realizing that I could, with a little support and help, we could do wonderful things, because, we'd gotten the University really moving, you know. Subsequently, he ran a third time, as you know, and he was defeated. He was even more bitter then because at least he used to tell people that that little son-of-a-bitch Murphy is the man responsible, he went to California, but he used all of his friends in Kansas and all that sort of thing. He was really paranoid. Subsequently, his son Bob, who became Governor, apologized to me. He said that that was the one thing in the life of his father, and his mother felt the same way, where George had just gone completely off base, off track. He tried to

make it up to the University. I was told by the then Chancellors, whoever they were, I guess it was Wescoe, I was told that he was one of the best governors in supporting the University that had been around and he was trying to compensate for this terrible, paranoid father of his.

HICKLE: The impression I got from the correspondence was that Docking feared, perhaps, you having any political aspirations in the state. In a letter dated January 16, 1958, that I came across, you assured Docking that you didn't have any political ambitions. Related to this point of political interests, I came across a lot of newspaper clippings and some correspondence during the mid-1950's concerning the possibility of you being appointed as Secretary of Health in the Eisenhower administration. I wonder if you can describe the events surrounding this.

DR. MURPHY: Dwight Eisenhower was a dear, good friend of mine, but even closer to me was his brother Milton, and I had gotten to know Milton quite well when he was head of Kansas State at Manhattan. Milton was his brother's closest advisor when Dwight was President. The first job offer I got from President Eisenhower was to become Secretary of the Army. As a result of the McCarthy hearings, you recall, the then Secretary, a man called Stephens, just really was destroyed, emotionally destroyed, and even though McCarthy was destroyed he'd also succeeded in destroying a lot of other people including Secretary Stephens. So I got a call and they asked me if I'd be interested in that job, and I explained that no, I was busy at the University and I didn't

want to leave. Then they created the new department in the Eisenhower time, called HEW - Health, Education and Welfare. By that time they had brought together certain things that were out there as independent entities, the Public Health Service, the National Institutes of Health, and they reported directly to the President, and they put them all together in one Cabinet office. I was asked if I would have an interest in taking on that responsibility as the Secretary. I said no. Because, again as I said, I didn't want to leave the University. They appointed Oveta Culp-Hobby, the wife of Bill Hobby who was the owner of one of the Houston newspapers. She was a marvelous woman. She then asked if I would become under-secretary, handling all of the health stuff and the education stuff, and I backed out saying that I just didn't want to get into an appointed political life. I was interested in education and what I was doing. That's when she had the President appoint Nelson Rockefeller as her number two. Then nothing much happened. Time went by and I was importuned in Kansas, I was asked to run for Senator and Governor, and then when I came to California I was asked personally by Eisenhower, when he had his winter place out here, to run for office. I never wanted to run for office.

HICKLE: This was for the Vice-Presidency?

DR. MURPHY: That was Nixon. No, Eisenhower wanted me to run for Governor of the State of California against Pat Brown. But, when I had just left UCLA and come down here, in the fall, I announced in March I was coming as Chairman of Times-Mirror

but I wanted to give them some time to find my successor and so I wanted to learn this a little.

HICKLE: March, 1960?

DR. MURPHY: I came September 1. I'd just come here and I was going to take a little vacation. Some friends of mine, the Rietschman's, had a yacht in the Mediterranean that they'd chartered and we were going to cruise a little. It was the first time Reagan made a run at Nixon and in Miami there was the Republican Convention and I was on a boat floating around in the Mediterranean. Bob Haldeman said, "We want to know how to get in touch with you". I said, "Why?" He said, "I can't tell you but I want to know". I got all of this from Teddy White who wrote the book, you know, *THE MAKING OF THE PRESIDENT*, he wrote a series, well, Teddy told me about this subsequently. Nixon had been convinced that he should get, as a Vice President, someone who had respectability in the intellectual community and I was the person he chose. Then, Reagan made a very serious run at him and he needed the south and he realized that he had to get somebody, a visible southerner, a political kind of person and that's when he chose Agnew, who was the Governor of Maryland, which was a pretty bad choice as it turned out. So, I never got the call and I never expected the call. But, Teddy White said that if Reagan had stayed out of the thing then I would have had to face whether or not I wanted to run for Vice President with Nixon.

HICKLE: So this was in 1968.

DR. MURPHY: That was the first Nixon time around. 1968, yes. Then, Nixon was elected. I was back by then, I was at his headquarters in the Pierre Hotel, I remember putting his thing together, and Haldeman again said that Nixon wanted to talk to me and they asked me to become Under-Secretary of State. I said, "No, just leave me alone, I just came down to Times-Mirror. I can't tell these people that I'm leaving. No way". And, as it turned out that was a good choice, retrospectively. And then, the last time I was ever asked to do something on a full-time basis in Washington, was when Bob Finch resigned as Secretary of Human Services, as it was then called. They called me back from the White House and asked me if I would take that over again, you know the HEW, they changed the name. And I said no. I didn't want to leave Times-Mirror. In the interim, I've served Harry Truman, I've served every president since Truman in some part-time capacity, on a commission, the Foreign Intelligence Advisory Board, the Education Advisory Committee, the State Department, etc., etc. But I've never, ever wanted to run for public office and I have never wanted to work full-time in Washington.

HICKLE: What discouraged you about a political appointment?

DR. MURPHY: Appointment? That's different than running for office. I guess the belief that what I was doing was more fulfilling than the "pie in the sky". Satisfaction with what I was doing. The only jobs that I have ever considered, once I made that turn

in the road, were other University jobs. I was offered the Presidency of Johns Hopkins at one time, the Presidency of Brown University at one time, the Presidency of the University of Minnesota at one time, the Presidency, curiously, of USC - The University of Southern California. But, those are the only ones that I ever even stopped to think about.

HICKLE: In retrospect, then, over your years both at the KU Medical Center and at KU as Chancellor, can you look back and see any particular management techniques or styles that you used in order to get things done?

DR. MURPHY: Well, I don't know. Let me phrase it somewhat differently. People always used to ask me, you know you've had three careers, you've had the career in medicine, a career in education administration, and a career in business administration. Now, isn't that really too much for one person and one lifetime? Well, the facts are that I was especially asked that question when I came down from UCLA to Times-Mirror, changing from education administration to running a large company. And, I said, the things that are similar between those kinds of responsibilities are far more important and far greater than the differences and what are the things that are similar. And, that's also true of running a medical school. First of all, you have to have the capacity to identify good people. Now, don't ask me how did you learn it, because I don't know. Part of it is out of experience, I'm pretty sure. I think I did better later on than I did early on. I think I made some mistakes early on, but, at the same time that is essential, the ability

to identify and recruit good people. Parenthetically the other side of that coin, which is terribly unpleasant, is the guts to fire people, to get rid of people when they aren't performing, no matter how fond you are of them in personal terms. Once having identified and recruited people of quality, the second job is to convince them to share your vision of whatever it is you want to do. That's critical, in that, they'll work their tail off if they believe subconsciously that they participated in the decision. They'll work very, very hard then to make it come true. Related to that is a system of rewards. Part of that system is financial, material. But that's by no means all of it. There is psychic reward. Reward and satisfaction of seeing a job well done and the leader has got to be shrewd enough and self-confident enough to share credit. Pour credit on. You don't have to worry about that because there's usually enough credit to go around for everybody. If he's someone who holds to himself and talks about I did this and I did that then he isn't going to get a lot of cooperation. But, if it's we, I couldn't have done it without him, I couldn't have done it without her, why, then you've got loyalty. So you've got loyalty now, you've got people willing to go beyond the call of duty and you've chosen them well and they're motivated and rewarded and then you can just sit back and they'll do your work for you. They're the ones that make a hero of you. So, the whole business of administration is in the first instance and in the last instance people related. Now, obviously, you've got to have a vision of what you are going to do with the organization. If you are running an automobile company, you've got to have a vision of what kind of vehicles you want to create and if they've got something to do with what people want, and things like that related to quality and so forth. The vision is the

leader's. The leader has to have the vision then he gets all of the people, the quality, motivation, etc., etc. and they go towards that vision. So, it's two things, the ability to identify the vision and the ability to get the people motivated.

HICKLE: At what point do you think that you recognized these necessary elements and could you have articulated this in 1948 or, let's say, 1951?

DR. MURPHY: Well, that's a good question. I'm not sure that I could have articulated it the way I am now, in 1948. I learned on the job. I made some mistakes. I mean, I know exactly what they were and I know I made those mistakes because of inexperience and not fully realizing, in terms of people, the psychic importance of ... The thing I really learned on the job was the importance of drawing people in early in the game and then keeping the main vision but maybe modifying this vision in terms of the views of others. And, by the way, it very often makes the vision a little better, a little sharper. But, above everything else, it makes the others then feel that it's their show as much as it is my own. And, I'm afraid, there was a little too much of "I" when I first got started, but it didn't last very long. In medical school, I have to say that there was quite a lot of "I". There were a lot of things that wouldn't have been done had I not done them and I felt in a big hurry because so much had not been done over a long period of time that I felt a sense of urgency to get some things done. Had I had a lot of meetings and talked to a lot of people, I don't know whether we would have ever gotten anything done. So, it was all "I", pretty much. But, then increasingly it's been "we".

HICKLE: O.K. I think that's a good note to end on today. I want to thank you for this interview, Dr. Murphy.

DR. MURPHY: We're done, huh.

HICKLE: Yes.