

EAR Now, let me just show you what I'd like to be able to accomplish and how I hope to go about it, and then after I tell you what I am about to say, I'm going to shut up, because I want you to do all the talking.

BF I have nothing to say, yet.

EAR That'll be the day. That will be the day. Did you have a chance read the notes I sent you?

BF Yeah. They're right here.

EAR All right. As I said in the letter, I have already started with both Stan and Phil Sapir, and I am hoping to hear further from Phil Hallen, but in any case, I am now definitely committed to doing the thing one way or another, if I get funds from Phil, where it will obviously go faster. If I don't, I'm going to do it anyway, and I'm reasonably optimistic about getting money. I've spoken to Phil. He seems favorably disposed with all the caviats that I don't need to tell you from a granting agency.

BF As Allen Gregg used to say with all the traditional caviats but ab a philanthropoid.

EAR I've talked to Jeanne Brand who is not at the National Library of Medicine and they have a program on the life sciences. She said it is not inconceivable that they might have money for this, the proviso being that the agency under consideration will say yes. And I'm pretty sure they will, because Bert had one of his gals do these Council Minutes for me for 1946 through 1960, and I'll do the rest of it through '71. And the third possibility is the National Science Foundation, which also has a program for support of case histories of important programs. So one way or the other, I think we'll get the money for it. And, as I said in that little

EAR(cont) introductory statement, I really want to do this primarily from the standpoint of the key people involved, and of course, you're really the central figure in all of this, so it's, I think, tremendously important to have been able to see you early in the game and to get your thoughts on this. And the approach I want to use--again from the notes--is to talk about people. I think that just an old fashioned scholarly type history will be boring to most people maybe even including us, whereas, that's not the real story. I really think the real story is, what happened in the various decision-making processes. What were the key incidents and events that you recall from the early days on.

BF This is something I've always been interested in, and nobody has ever probed into.

EAR You were starting to say that this is something you had hoped someone would be doing . . .

BF Away back in the very early days, when John Clausen first came with us. If I recall that, it was the Program Planning Branch, or some such name. Joe Bobbitt, Dale Cameron, John Clausen, Danny O'Keefe, Larry Cobb was in that group, Mabel Ross, I believe. We thought that because of John Clausen's background that it would be very wonderful if he would keep detailed notes of the social dynamics of the situation as we came in, and how people--each person with their orientation and contribution would alter the group, and how decisions were arrived at, but we Never did it. Then I thought we could write this up some day as a sort of social dynamic history of NIMH, but it never was done.

EAR Well, that's what I really would like to be able to do, and as I say, I think both the most interesting and even or equally important

EAR(cont) is telling the most significant and in some respects the most revealing way would be to concentrate on the people, so what I am going to be doing is doing these various oral histories with a number of the key figures, and then with all the structured history which is already available--not just the Council Minutes, but everything else that is there in the NIMH files, I'll be able to keep the scholarly accuracy and at the same time be able to talk about the individuals from a more personalized point of view. So, what I'd like you to do and hopefully, we can make a significant dent in this over the two days that we have, I really would like for you to begin at the beginning and talk first (in a personal kind of way) about your own early career, and then what your first efforts were in Washington, how the Division of Mental Hygiene and you got together. How that developed into the NIMH and the National Mental Health Act, and the early years, etc. And with this kind of emphasis in mind, I'm sure the incidents will begin to flood in. What do you recall as some of the key events which were real turning points. You know, the Greenwood Foundation is now almost old hat. People know about it, and yet it was a very important incident in the early days.

BF It was critical. It was critical in more ways than one, Eli. It did something to me, and by that I mean that I went to New York with my brief case in hand and asked for money. And I was not good at asking for money. I never have been. I don't like to work on a fund-raising drive. I'll do anything if I don't have to go and say to somebody, "Give me some money." That's one reason I went into

BF Federal government originally--not the main reason, but one, because I just didn't know how I was going to collect my bills. If someone was to give me a hard luck story, I would probably say, well forget it and I'd go hungry. But I've always been concerned about how to bring services to people without somehow getting into the whole business of money exchange.

EAR Well, how did you start though, Bob. I know some of the story. I know that you were a big poker player in med school and worked your way through med school that way, but beyond that . . .

EAR I never called that asking for money. They risked their money, and I risked mine.

EAR And you always used to present yourself as just an old fashioned country doctor, which I think worked very, very well. But after you got out of medical school.

BF But, I, I, I am.

EAR I'm not going to contradict you.

BF I've been lucky. I've been so lucky that sometimes I sit and think that this can't be me. Eli, I started out life in a little town in North Central Kansas, almost exactly half way across the State East and West. As a matter of fact, within twenty miles of the place where I was born is a coast and geodetic survey marker for the exact geographical center of continental United States. That does not include Alaska, but the United States that's all in one bit. That's how mid-America I grew up. I came from a long line of doctors. My father. His brother. My grandfather. His father, his father. Have I gone back far enough. I'm the fifth straight generation of physicians. In addition to which, my mother's father was a doctor, my mother's mother's brother was a doctor. I didn't know anything

BF else. So much so, that when I was little I called people Doctor, because most of the people I knew were Doctor. And it was harder to say Mr. It didn't come as easily to my tongue as Dr. My dad was a very interesting guy and probably (well, I was going to say no one) he was one of three or four people that had the most profound influence on my life. He was a historian. He had gone to Heidelberg. He was teaching in college at Ohio Northern at Ada, Ohio, and he realized that he was never going to get rich teaching school--not in those days, teaching college. And he met my mother, went back to medical school. He went to the medical school right here, St. Louis University. It was then called Merian Sims. I've got this tie into this school here. But Dad was a scholar. He was the kind of a physician that the old-time doctors were so much. At home he had a library which the kids in the school would come to and he would open his home to them. If they had a theme to work out for school, they could get better references in Dad's library than they could from the town library. We had a local Carnegie Library, as they called it, and it was a town of about 1500, 1800 people right on the broad plains of Kansas. But they could find it there, and if they wanted to know the derivation of a phrase, Dad had studied and could speak Greek and Latin as well as German and French and Spanish. Dad used to say he spoke broken English and fluent profane. Dad--I don't know whether it was intentional or just because I was the firstborn, and he and I were very close--but he started taking me with him on his rounds seeing patients. When I was very small--I suppose

BF(cont) five years old or thereabouts--I'd go with him. The people in the countryside knew that I was Doc's boy, and so I became known--my nickname until I finished high school was Little Doc. There was Big Doc and Little Doc. Big Doc wasn't much bigger than Little Doc, incidentally. My Dad was a short rotund man, but I picked up the first rudiments of the doctor-patient relationship. I picked up the essence of the doctor-patient relationship of an interest and a love for medicine right there at my father's knee as he went from patient to patient. I cannot remember the first time I ever heard heart sounds through a stethoscope. I can remember some instances very acutely. Maybe I've told you about them. For instance, I remember one time I must have been maybe five or six years old. I'd gone out with Dad on a case out in the country--a farmer's wife. She was in labor. And I remember Dad called me in and said, "Son, I want you to hear something. And I remember standing by the bed and I could see this woman with this great mound of flesh. It looks now like it was a mountain high--high as a mountain. And he put a stethoscope on it and put it in my ears and he said, "Do you hear something that kind of sounds like a watch going 'tick, tick, tick, tick, tick'?" I remember I could hear it. He said, "Now, that's a baby. The baby is ready to come out. Now, I can't leave. You're going to have to stay here with me, but I'll tell you what. They'll make a little bed for you on the sofa in the other room, and when the baby comes, I'll wake you up and you can see what the baby looks like." This is how I learned the facts of life. And he did. I saw the baby. And then he let me listen to the baby's heart through the baby's chest wall. I was with him when patients died. I can remember some tragedies of this kind, and

BF(cont) how Dad . . . I would ask Dad as we would leave, "Dad, why did you let her die?" And I could still hear him with that bitter tone in his voice. "Because I'm ignorant. Because all of medicine is ignorant." He had a way of saying it. It was anger in his voice. I remember when Dad one time took me down with him to the State Hospital at Larnet to see one of his patients that had been committed to the hospital, and how he told about how this was the greatest mystery in medicine--that there was nothing that happened that didn't have a cause. And just because he didn't know the cause didn't mean there wasn't a cause. But I think the thing that I got mostly from him was his relationship to his patient, his concern for his patient. Never (and this was not only my father, this was all the doctors of that age in time) was a patient less than a whole person. The concern, compassion, compassion that sometimes they didn't realize--I can remember my father going out to see one patient and found out that they were utterly destitute. And as he left, I could see him open up his billfold and took a \$5 bill out which was a lot more than a \$5 bill today, and he slipped it under the edge of the family Bible that sat on the table in there just so you could see the edge of it that was sticking out. He just slipped it under there and walked on out to the old Model T or what it was he was driving. At my father's death, which was after I was a physician, we went back and found \$75,000 in uncollected bills with little notes after it which said such things as, "Do not try to collect this. They can't afford it." We did try to push collections on some, but out of respect for Dad, there were hundreds and hundreds, thousands of dollars we never even tried to collect, because we didn't think that's the way he wanted it done. In other words, I

BF(cont) learned early I think, that the privilege of being a doctor carries with it the obligation of giving the kind of selfless service that I've tried to impart to the medical students during the time I've been Dean. Well, that's away back there. I went through the usual edible problems and decided that the last thing I was going to be was a doctor. The h-- with this. There had been nothing but doctors in the family and I was going to be something else. Which delighted my mother quite a bit, because she could remember how her father and in turn her husband had always been called away at the most critical hour when there was a party or something they were supposed to go to, and they'd always express regret, but still go galloping off as they should.

I won the high school essay contest, first the County, then the State High School Essay Contest when I was a senior in high school. And this decided my mother that my future was in journalism, and that I must have the gift of letters. And she encouraged me in my interest in this. Well, an interesting thing happened. As a matter of fact, I can't believe that fate really, naturally--but I swear as you look back, your life through all the various turns and twists that I could have taken, it is interesting that I always took the ones which wound me up where I wound up. The best school of journalism in the Mid West anywhere was Neff School of Journalism at the University of Missouri at Columbia. It still is. So that's where I decided to go, and I submitted my credentials, and I was admitted. Paid my matriculation fee. That summer I went out on a thresh crew--that doesn't mean anything to you, but we were threshing wheat in those days with steam tractor and a separator, as they called it, and I was separator boss. This paid \$7 a day. This was

BF(cont) the best money you could get on a thresh crew, and I was earning a man's wages, and I was only 16 and not any bigger than I am now, obviously--well, not as big, when you think about my circumference. But, somewhere out around Hill City, Kansas, out in the broad plains of western Kansas, I got typhoid fever. They brought me home, and I d--near died. I wasn't able to resume normal functions again until around in November. Those were the days when they weren't treated as they are now. I remember, this was in 1921. I had to cancel my matriculation. When my father wrote in for me and explained it, they said under the circumstances, they would hold my credentials and I could come the next year. Came the end of that period of time after I was getting better, and Dad said, "Well, you better get in touch with Columbia again." And I said, "I don't think I want to be a journalist. I'm going to study journalism, but I don't want to go to Missouri. I got sick. There's something wrong. I shouldn't go there." "Well, where do you want to go, to the University of Kansas?" "No, sir, nor Kansas State College at Manhattan. No, sir. I was president of my class in the sophomore and junior year, and those guys are sophomores now. If I go there as a freshman they're going to take a lot of delight in making me wear my little green cap and get off the sidewalk when they go by, and I'm not about to do it." "Well, what do you want to do?" "Well, I want to go to the University of Colorado." "Why?" "Well, I just like Colorado. We've gone there every summer and I'd like to go to Colorado." "Well, if you can get in, fine."

So, I matriculated at the University of Colorado in the Department of Journalism. They didn't have a school. It was a Department of Journalism. And I started in, but the interesting

BF(cont) thing was that all freshmen in that day and time in the so-called college of liberal arts had to take a certain amount of basic so-called liberal arts courses. We had to take 15 hours of science, 15 hours of science and mathematics, 15 hours of English, and 15 hours of history and philosophy. I fell in love with inorganic chemistry, interestingly enough, and I took a course in zoology as my science course, my biological science course. And this course d^{amn} near cost me my matriculation. I got so interested, I'd go over into the laboratory and work when I should have been taking care of English and a few things. The result was that I got a B in English and an A in Zoology, and my English was the keystone to journalism. The Dean of the College of Arts and Sciences, Dean Helms called me in, and wanted to know what was wrong. That was in the day when Deans would still counsel with you. There were only 2,600 students in all the University of Colorado then. I think there's what now, 25,000? And he said, "Well, you're going to have to get down and dig a little more, because you're going to have to have that English." Well, the result was that because I had to get my English, I got it, but it became a necessity rather than a pleasure which English had always been. I took a course in English lit. This was fine, but then I found that I was also taking a course in history of biology which was a lot more interesting. I took a course in botany. The upshot was that I changed from journalism to a major in zoology thinking I would go ahead and get a graduate degree and then I would teach biology. But I was interested to find that almost all of my classmates in those classes (in the class that I was taking) were premeds, and so I finally decided that I would shift over and go into medicine. I wrote my

BF(cont) dad, and I'll never forget the letter (somewhere I have it still), he wrote back and he said, " I can't tell you how your letter thrilled me. I have always dreamed that you would carry on the tradition and be a physician. In fact, I dared to dream that you might share an office with me some day." (Which I never did do incidentally). But he said, "Each generation has to decide their own life. All I wanted you to be was well prepared for whatever you wanted to do, so I have, with great difficulty, refrained from ever recommending medicine to you. But you don't know how happy it made me to know it." Well, there's an interesting story connected with that that shows you the kind of model this man made for me. On graduation he had dreamed all these years that on graduation from medical school he was ready to come and one of his patients who was in the last stages of - last three months of pregnancy - began to bleed (she had placenta previa, a kind of a condition that)...Dad, he went to her and said that he'd have one of the other doctors in town see her - there was one other doctor in town - she said, "Oh, I'll be so scared, if it isn't you I don't know what to do. Please stay with me." My dad sent my mother, my brother and sister on to Boulder for graduation. He stayed in Downs (our home town) and took care of that patient and delivered a normal, healthy baby; because that was his first obligation. And that's what I've tried to communicate to my kids over the years. Ah, well, medical school I was interested in..there was one thing I knew very early--that I wasn't a surgeon. I found this out..anatomy was great, I loved anatomy, just like I loved zoology and so forth, but when I got

BF(cont) to physiology where we had animal preparations I was always willing to trade off and let somebody else do the surgery and I would be the instrument man or the recorder or whatever, but I didn't want... and I wasn't good at it either; if there was any way I could foul up a preparation I would foul it up. I just wasn't good at it. I didn't like it, I was uptight, I dreaded them, and so I didn't do them. So I knew I was going into some kind of internal medicine, some kind of non-cutting medicine, but then interestingly enough at the very end I decided that I was...that I would like obstetrics, but then I found I had to take gynecology along with it because they go together and gynecology was a cutting speciality. Well, came the critical decision..I..one other step. When I was graduating in my senior year I was called into the deans office and told that the school always offered an internship at the University Hospital, Colorado General, to the top seven members of the class. They always took seven Colorado graduates, and they offered the top seven; if they didn't take it they'd offer the next down the line. And that, therefore, I was being offered an internship at Colorado General. Well, I had lived in the interns quarters for the last 3 years of medical school because dad, being the kind of country doctor he was, was not flush by any manner or means. And I had driven the ambulance nights and gone to school in the daytime for my board, room, and laundry. The dean had arranged that. Then

BF(cont) in order to (you know the other story) in order to pay, buy my clothes, pay my tuition, fees and so forth, I had found that I was reasonably good at applied statistics, particularly theory of probability. But, I also found, interestingly enough, there that the theory of probability practically applied is great, but it can be influenced if you know how to influence the thinking of a person whose probabilities are the subject of your concern. And one thing I found rather early in the game, for instance, was that there are certain classes of people who feel that if they bet high enough and talk loud enough about what great hands they have, they'll scare everybody off. And all you have to do is to just give them enough booze so that they lose their inhibition and they will bet it high, and you can sit under them (as they say) on their left and call or check or pass--whatever you have to do--and then close in. And they were the angels that helped me not only go through school, but to pay some of the tuition for my sister who is going through University of Kansas. Well, I, in turn, I accepted the appointment and interned at Colorado General. Came time for deciding what to do next along about Thanksgiving time, and the chairman of the department of Ob & Gyn had told me that he would be very interested in having me in his office if I would take a residency in Ob & Gyn. Not only that, but he would help me to get what was then a very choice residency which was a 4-year appointment under Luchas Burche, Chairman of the Department at Vanderbilt. So I applied at Vanderbilt, and Dr. Kuppert Powell, Chairman of the Department

BF(cont) wrote a very strong letter. Well I'd done a little extra work along the way in the department with the Chairman of the Department of Urology who ran a evening VD private practice clinic in his office. Particularly for gonorrhoea. And he needed someone to work down there to do installations and medications -- what they were using those days, they didn't have antibiotics yet -- I used to go down and work down there, and he decided that maybe I could..like to be a junior member of the firm. So he offered to take me, and if I would take the two year residency and GU at Presbyterian Hospital in Chicago under Kretsmer, so I applied there. I had always been interested in Psychiatry, and I had gone to a lot of their seminars, clinical conferences, and so forth. So Dr. Rebar decided that I ought to be a Psychiatrist, and he told me that he would be glad to endorse me if I would put in..if I would apply for a commonwealth fund fellowship in Psychiatry at (Colorado Psychopathic) - which I did. Well, as you can well imagine, and they still do, everybody makes their selections about the same time, so you get all your acceptance letters rather close together - within a period of a week. Along, a little after, about January or February, sometime in there, I got acceptances from all three. Well, I was in agony, because whichever way I turned I was going to change my ...that was going to set my life - it was as though I'd come to a road that had three branches, and they were going in such different directions - anyone of which would

BF(cont) have been a good road, but which one would be best for me I didn't know. I didn't know. Well, there's a little story goes with that that, well, well I'll tell you. I couldn't make up my mind, I worried, and I worried, and I worried. So, one day, I remember I had the afternoon off, as an intern. It was a rainy day, kind of dark and rainy day, and I was depressed about the whole thing and just wished it would all go away. I got on old number 13 streetcar - which is the one closest to the hospital - and went down to the cathedral - the Episcopal cathedral, Cathedral of St. John of the Wilderness it's called (why of the Wilderness I never did know, but that's what it was called), and I went in there and I sat and meditated and asked for guidance, and said I'll go wherever you tell me, if you'll just tell me, but I don't know where I am to go. Well, the rafters didn't shake, there were no flashes of light, no burning bushes, no parting of the waters, nothing happened except I could hear somebody practicing on an organ way back in the recesses there somewhere. So rather disgusted with the whole thing I got up, went out in the drizzle, and..drizzle and snow.. and got on the streetcar and went back. When I got back the gal at the telephone desk says, "Dr., where have you been? I've been trying to get you for an hour and a half. Dr. Rebal wants you to call him immediately." So I went to the phone there, and I called him. And Rebal said, "Well, Bob, it's a little late now," He said, "I had to make a decision, and I hope it's all right with you. I got a call from (can't

BF(cont) remember the guys name now, he was then head of the commonwealth fund. Millard Scoville was there at that time, but this was very - I've got it on a certificate somewhere...doesn't remember his name) who wanted to know right away who my...who had accepted from our place, because he had some other names he had to notify, and he wanted to know if I could tell him. So, I called you, couldn't get you, so I gave him your name as one of those who had accepted". He said, "I was sure thats what you'd want to do. Okay?" I said, "Yes sir, thank you Doctor", and hung up, and went, "God, what did I do? I did it." That was how my life set. Of course, its not a small factor that the residency in Urology paid board, room, and laundry, and nothing else for two years. The residency in OB & Gyn paid a total of \$2,000 - ah, \$4,000 over four years with \$500 the first year, and it got bigger each...and the residency in Obgyn, in Psychiatry paid \$150 in maintenance the first year and \$200 in maintenance the second year - which was big, big money for those days. Incidentally, Eli, this is something that'll interest you in your later capacity as Chief of the Psychology section of the training branch. Thats why I was insistent that we have respectable, competitive stipends. If we were going to pick the best people and give them the best possible training - if we were going to get strong departments of Psychology, Psychiatry, Social work, and Nursing over the country, we had to have good people. And to get good people you had to offer them something that others didn't. You had to over-offer, because we didn't

BF(cont) have all of the - shall I say respectability - that they had in some other fields. Now that's why I insisted (and you remember the screams from Surgery, Medicine, and Anthropology, and what-not we were raping the whole academic community.

EAR Right.

BF All right. You can call it rape if you want, but when they lie down and kiss you, it's a funny kind of rape - at least you know, well. So I took my residency. That was probably fortuitous circumstance number three.. Fortuitous circumstance number one was having the kind of dad I had. Fortuitous circumstance number two was going to Colorado where the situation was such that I went into medicine. And number three was ^{Ebaugh} ~~Rebal~~ making up my mind for me really involuntarily. But, part of this was also the kind of a straining situation in which I found myself. If you go back and look - at least under ^{Ebaugh} ~~Rebal~~'s day, it's changed much since then, I suspect - there were 3 or 4 training centers, and this was the one in the wilderness, the only one way out west, and each of these three or four training centers trained a different kind of person. McPhee Camel, at Boston, at Harvard trained one kind of person; Strekard trained another kind of person - look at the people that he trained like Gaskal and Branch, and all the rest who became, and ^{Rome} ~~Ream~~ and others, who became college professors. Meyer trained a different kind of person. Out of that came

BF(cont) people like Sam Wortis, Henderson, Gillespy, all these people. Rebal trained still another kind of person--a community-oriented person. I wrote a paper on this once, "The Preparation of Community-Oriented Psychiatrist" which was taken directly out of our experience there. You never were allowed to get away from contact with the community; you had your service on the floor, you had your patients, but you also had out-patients all the time, and this was not outpatient that was follow-up on patients who'd been in the hospital or patients you were going to admit to the hospital. These were patients who were, lets say, refered through the juvenile court or through the school system or somewhere else. We work with community agencies from day one--number 1. Number 2--we worked with our colleagues in the other professions. It came to me as actually as breathing when we started in IMH; that we had Psychology, Social Work, and Nursing along with Psychiatry--as equal partners, not as employees or something--but as equal partners. And I think that one of the great reasons that we succeeded like we did was the harmony we had, and it was harmony which came from respect and contentment that each guy had his job. As a Psychologist you did things that as a Psychiatrist I didn't do. Social worker, Danny O'Keefe, did something different. What was her name(?) the nurse that was with Sam Hamilton, Mary Corcorin--people like that--each did their own. Well, this influence was profound to say the least. An interesting thing happened--the depression hit just as I graduated. I graduated in the spring

BF(cont) of 1930, and the depression had hit in the fall of '29. Ah, so my two years of residency at Colorado were influenced by the kind of patients we saw. We were seeing patients in kinds of desperate depressions--kids that were reacting to insecurities such as they'd never known before. Ah, I saw a kind of patient, which was not just made up of schi zophrenics, but were so many situational reactions - the kind of thing which has it's routes in the community. Well, I'm spending way too much time on this, but..

EAR No, thats all right. Go ahead.

BF But, this is where the NIMH came from. If I had anything to do with the NIMH coming from anywhere. Ah, this was the kind of background. Well, there was one more phase to the story-- Came time to finish my training, and I didn't know where I was going to go. I was.. I knew that there was..that I was going to have one hell of a time making a living just collecting, because the depression in '33 was pretty deep. Dr. Walter Treadway, who was then Chief of the Mental Hygiene Division, Public Health Service - the first chief - who was succeeded by Cobb, who was succeeded by me, and then Yolles, and then Brown. Thats all there have been. Ah, Treadway was interested in recruiting some young Psychiatrists, and he was ready, willing to pay them cash money - I mean real money - which was something that was awfully hard to come by in those days. Ah, to open an experimental - not exactly experimental, it was a unique institution - this was a hospital and prison, but really

BF(cont) without walls. We had security (plenty), the walls didn't show, in Springfield, Missouri. He had sent to Colorado to get a years training ..service officer, who had worked with Goldberger on Pallegra - had done a lot of good research work, had been stationed with the immigration work in Ireland for a while, and a guy named Lewin M. Rogers. Lewin Rogers was an older person - he intrigued, he captured, he somehow latched on to me and persuaded me that I ought to apply to go to Springfield, where he was going to go to...that there was a unique old duffer - then old they called him, although he was in his early fifties - named Lawrence Cobb, who was going to be the commanding officer in that place. He was being brought back from Ireland where he was in charge of the Intelligence testing and^{of}screening. As a matter of fact, he wrote a paper which they never allowed to be published, in which he roundly condemned the thenBenet-Simone tests on the basis that it was culturally slanted, and to give that to a Pole or to a Lithuanian or to a Sicilian you would get entirely different answers, even if they had a superior intelligence, than you would get if you gave it to an American or an English or a Frenchman. And he had data to prove it. And they said they couldn't publish this because this would so upset the whole status of intelligence testing and that the psychologist would get up in arms. As a matter of fact this was reviewed by some psychologist who said that first place he was not a psychologist therefore didn't know what he was

BF(cont) talking about and besides that this was designed to wipe out the cultural differences. Then there was the Stanford Edition that came out and they claimed this was better and Cobb went through this and said this was worse. What this did was to just substitute the French cultural bias...~~substitutue~~ for the French cultural bias the American cultural bias which he did the same damm thing again. He said as a matter of fact there is no verbal method of testing the intelligence which will be applicable to all cultures uniformly. That was a statement he made which was challenged no verbal method non verbal was something else. I remember he was so excited(this was when we were at Springfield) the first time he saw a copy of the Grace Arthur, non verbal for little kids. And he said this we can adapt for other culturals. It was completely non verbal. Well, I went there - I went to Springfield, the place wasn't open yet, this was a hospital for federal prisoners. It was a real cultural shock.

EAR What was the year, Bob?

BF 1933. The sixteenth of August 1933. That is when I entered the Public Health Service. That is a long time ago. I spent the first two or three.. I got there is August, the first patients were admitted in October, I believe it was or something like that. We spent that time getting furniture in and setting the place up - they were just finishing up. Then they began with the patients in. I had been trained to work up every patient carefully and do a good mental status, do a good physical to get a good history both medical and social. The first night that we received patients we received 50 patients from Harrod Hall at St. Elizabeth's.

BF(cont) They were the sort of the dregs of the criminally insane. Of these 50, 35 or so of them I'd say were doing at least life for murder, rape, or double murder. As a matter of fact there were some real human interest stories. We had one guy there Old Chief Wapoos they called him, he was a Monamoni Indian who came home to his cabin up in the Monamoni Reservation (that is why he was in a federal prison because he was on a federal reservation) and he found another indian..no, he wasn't an indian that was the trouble, not the only trouble - one trouble but it was a man , a non indian man , in bed with his squaw. So he just went in and grabbed him and split his head open with an ax and he was doing life for murder, and he couldn't understand it. And he was just wasting away - he went insane , he went mad if you want to use those terms just as a caged animal would go mad. Well, there were many of these. I learned another phase of life from that place. I was there three years, Cobb was transferred to Lexington to open up the first U.S. Narcotic Farm it was called then (they changed the name latter because too many people thought it was a place that grew narcotics). I was told in the spring of '36 that Cobb had asked for my transfer to Lexington when it opened. Sure enough one day I got telegraphic orders - telegraphic, God knows why, that was the way they use to do things. This was to discipline you to always remember that the government was boss. I got telegraphic orders which ment that I had to be out of town in 24 hours, relieving me of duty at Springfield and sending me to Lexington, Kentucky. Those orders came on the eighteenth of June 1936, my third

BF (cont) wedding anniversary, I remember that. One little story back of that. Peg right about the time we were getting married came down with tuberculosis. And during the time we were in Springfield she was reached the place where she was up for 2 or 3 hours a day, but that was about all. And we let out and went to Lexington there we were with the Cobb's again. I was at Lexington for five years and I served almost every spot except Commanding Officer. I went there as Staff Psychiatrist when they split the staff and half Where was I?

EAR 5 years at Lexington.

BF Oh, yes. Shortly after... I had been there just a short time I was still-well no - I was then Chief of Psychiatry I told Dr. Cobb that I was interested in what was going on inside the head, physiologically, of these addicts. We were doing Himbels Bock was doing extensive studies on the pharmacology and on the physiological reaction to narcotics withdrawal. Isabelle, Williams, Oberse, Brown this whole group Brown, Ralph Brown the psychologist was working on some aspects. And I said I would like to know more about electroencephalography. Well, they didn't have any there wasn't an electroencephalograph I guess in Kentucky. I was sent back to Brown to work under Herb Jasper, who was then at Brown he was latter at Magail and there I spent while I worked about 20 hours a day, as a matter of fact, old Dr. Ruggles wrote a letter one time and told me years latter, he is now dead - bless his heart he was a very prominent psychiatrist, you may have heard of his name

EAR Sure

BF(cont) that he heard the government was sending me there and he told - warned the people don't worry - he won't be in your hair very much he probably be out politicing so don't worry but I think its a good thing to give him an opportunity anyhow. I came in there and finally Ruggles came to me and said that they were complaining that they couldn't go home - I didn't want to leave. I was living in the Bradley home in the Pendelton Bradley home but I was down there I was trying to learn all I could about the anatomy of an electroencephalograph, how you read an electroencephalograph tracings and I was working with a fellow named Howard Andrews who was a physicist who later went to NIH. Well, first of all I seduced him, away from .. from Brown , where he was a graduate student and had gotten his Ph.D. there in physics, to Lexington. He was there for years then he went to NIH and he was the Radiation Control Officer or something there for a long time. He had charge of the isotope building down there. I learned what I could, found out that I could get Andrews and went back and wrote the job description around him and got him and we got permission to build a electroencephalograph unit and a room. We screened the whole room with copper wire and oh boy!"I mean copper screen. I think we spent something like a couple thousand dollars - which was a lot of money in those days for the room lets say nothing of the equipment .. the machine itself. I was then made Chief of Research and Himbels Bock, who had been Chief of Research, was made Clinical Director. Himmie didn't like clinical directing and after about a year he asked to be re-assigned

BF(cont) so I left the research unit and went down as Clinical Director. I went from Clinical Director to Executive Officer. I had become interested along the way, not so much in the physiology any more again in this community aspect of things, but I was interested in the stories I was getting from these people about why they relapsed to drugs or why they got on drugs in the first place. I'd get stories like bad companions, dissatisfaction with life, I couldn't stand the pressure and I used the term - I remember with Jasper, who came down to see me one time. Jasper, I don't know if you ever heard .. knew of him. He had a Ph.D. in psychology from Iowa under Seshore, the old man Seshore. He had a D.S.C. in physiology from the Sorbonne and he had something else - I'd forgotten what. He was a psychologist turned physiologist but when he turned he turned all the way around. He wasn't like Patton Lepit and Neil Miller and some others Olde and some of the rest of them - not Olde - what was his name?

EAR Olds

BF Olds the cripple guy. He just flipped clear over. So I used the word with him psychic pain. There were two words that would always get him angry - psychic pain and adjustment. He said - adjustment - that's like you do with a burner on a dial - you adjust it. He said you can't do that to a person, their too fluid you can't adjust them. He said you can adapt but you can't adjust. But I became interested again in the community aspect of things - what was - I remember one of the first papers I ever wrote some comments on the psychopathology of drug addiction. I talked about the social environment and that we didn't know

BF (cont) enough about this. I was talking about this - we set up a six class classification of drug addiction. The one that always intrigued me was one we called K-2, K for Kobb. Kobb's original classification had five categories, we put in this sixth one which we called psycho-pathic diastasis - a pre-disposition to a psycho-pathic personality which I think is sort of everybody as I look at it now. But at least we were trying to think through this thing and these people could make a good adjustment until the time came when they were so over-whelm that as we say today they decompensate socially and their decompensation took the form of taking medicine rather than doing something else, which may or may not be good. One day I got a phone call while I was Exec., Oh, one other thing , a very important factor, I was Exec. and I was at a very delicate situation because ordinarily at these stations everything was by seniority - the most senior officer was Commanding Officer , the next most senior officer was Executive Officer, the next most senior officer was Clinical Director like the Congressional System - it had nothing to do with ability. Well there was a irascible old cuss who really in many way I had difficulty with and yet he did a great deal to help me to come there as Commanding Officer named Riker. Riker had .. was looking around and finally said when the then Executive Officer was transferred he said the hell with it I am going to get the guy that I can do the best job and he picked me out from down in the line and brought me up as Executive Officer. I had been Clinical Director and this I could get along with because this .. I could show where I had more psy-

BF(cont)

chiatric training than any of the others therefore, with John Hopkinson and Brown and Colorado behind me but to be Executive Officer , which is Deputy Commanding Officer, this was another story. This became a little trying because at one time a class mate of mine in medical school, who went into Public Health Service directly from medical school, did his internship and all there never did take a residency, therefore, was several years senior to me was assigned to the station and thought he should be Executive Officer and Riker said the hell with it , I like what I got. This guy understands drug addiction, he understand the place and he said he is doing a good job, no, I won't do it. It created a rift with this fellow that I couldn't do anything about. It was very difficult until years latter after we were both in NIH we finally patched things up. He is dead now and I am glad we were able to patch it up by then. Anyway, Riker use to take his vacations he was a bridge hound he and his wife, he would go to Atlantic City and they would get a suite at Chalfonte Hadden Hall, he was quite wealthy in his own right and they had some old old crummies and they would play bridge all day long for two weeks. This was sort of an elimination contest as to who was the best bridge player. He had been gone about a week and I got a telegram from Dr. Parren, Surgeon General, that he was going to Louisville, to give a paper at the Southern Medical Association. Now, since he would take the Chesapeake and Ohio we would come ~~through~~ Lexington and he would stop off for one day and would like to inspect the station since this was a unique station he had never been there since the dedication. Well, I sent a telegram to Atlantic City, Surgeon

BF(cont) General will be here certain day, please come home quickly.

I got a wire back saying I am on leave , ha, ha, ha, you take it.

Another thing that happened because I was scared spitless, I had never met the Surgeon General, I had seen his picture but I had never met him and I talked to Peg and Peg said now let us do, she said you learn, if you think thereis something you don't know about the station you learn it cold don't you use a note, you be able to tell him about anything. She said I will talk to the wife of one of the other people there who is Senior to us but who was not competitive about it and I will since we have the quarters, the big exec. quarters, we will have a luncheon in which we will invite only the men - I won't even show. She said I will meet Dr. Parren when you bring him in and I will disappear and we will have th house boys - we had Chinese house boys, who were patients, serve. I will stay completely out of the picture. She said don't you were a uniform, you stay in civies because then my absence of so many stripes wouldn't show and the Surgeon General was in civies anyway. It worked out very well- he wanted to go down - and I didn't know the old devil was in those days shopping for young talent wherever he could find it. So he said he wanted to go down to the Dairy Barns, he asked me about the cows, what was their milk production, which was a hell of thing for him to ask a psychiatrist but none the less I knew the answer. How did the pasteurizing plant work? Well I told him what I could about that. He had been back I guess not more than, what happened that I didn't know about till year latter - Dr. Kobb told me about, he went back and he told Dr. Kobb he said well, Lawrence, I feel better now

BF(cont) I found your successor. This was in 1939 and I didn't become Chief of the division until 1944, this was in 1939. Kobb said who? An he said he had been out sight seeing with me, Kobb said that is the man I had been telling you about that I recommend that you look at. He said that is why I went out that way he said I was going anyhow and I took time off and saw him, but I knew nothing of this. Not long after this I got a phone call, no a letter, from Dr. Kobb saying Rockefeller Foundation is making available to the Public Health Service seven or eight fellow-ships in public health. These were to be selected by nominated by the Public Health Service and then selected by the Rockefeller. I'd like to send one, I was told that I could send one mental health person, which you like to go? A years education, a Master's degree from the Hopkins would I like to go. So finally after 5 years I was relieved of duty the seventeenth of September 1941. That 41 rings a bell probably. From Lexington went to Baltimore and matriculated in the school of Public Health. I was told very early that I was as a mental health fellow, as a Rockefeller fellow but in mental health, if I wanted to tailor make my course I could. I wouldn't have to take certain things and I said no! I want to be a trained health officer. I am not going to leave mental health infact I will take my electives in mental health, I didn't take all of them in mental health, incidentially, but I want to be a health officer. Now, there were two other mental health people not in the public health service who were in that course that took nothing but child guidance clinic a few things like that except they had to take public health administration and biostatistics- they were two required courses. I took bio-chem

BF(cont) I took micro-biology or bacteriology it was called there, public health administration, bio-statistics, I took a course in housing which is one of the most important courses I ever took. I learned something there about how housing design can create psychological stress, that is a story in itself. As a matter of fact, the gal that taught that course who is now over 70 and still a beautiful woman I saw at Johns Hopkins the other day when I got my award. She came up to me and said something about she was so glad to see one of her students that made it or something and I said Dr. Becher I said you know I always had the darndest trouble at time keeping you identified. She said what do you mean? I said hear you are a distinguished scientist and all I can see when I see you is a gorgeous, beautiful, desireable women. I can't ever think of you as a scientist, she blushed, she gave me a kiss and she said you made my day, no you've made my week. Well, this was the, one of the most critical years of my life, obviously, I said there were four things up to now, the fifth thing was Johns Hopkins. The think there that was most important was the course in epidemiology.- this and statistics. The thing about statistics was the Dean, Lowel Reed, was Chairman of bio-statistics then and he use to, oh, God! how he would lay into us about the lousy statistics in medicine and he would use mental health as the most horrible example. Or he would take psychology take an article in psychological journal- he would give you the data then give you the conclusions then he would go back and tear it to shreds. Then the guys would kid me, so I decided God, if ever I had the chance one thing I was going to do was

BF (cont) to develop the finest mental health statistics, the finest statistics in the world through mental health. Well you know the story, Mort Kramer came along later, a Johns Hopkins man and knew exactly what I was after and that's how that started. A little aside there, years later when I was Director of NIMH the ^{Milbank}~~Milbank~~ Foundation asked me to give a presentation of their board ~~one day~~ in New York on mental health statistics and where we had gone and what we had done. I had some slides which Mort had helped - really had prepared for me on admissions, discharge rates, and how they change and projections and so forth. And when the lights went down and we started they turned the lights off and we were showing this over at the New York Academy of Medicine. I told this story about Reed and Reed wasn't there when the lights went off he was a trustee but he wasn't there at that time, a member of the board, and I said I swore by everything that I held holy that I was going to develop statistics so good that I will make Lowell Reed stand at Washington's Monument at the corner of Charles and Monument Street and eat ~~them~~ for breakfast without any coffee to wash it down. I said he just made me that mad and I said that I don't really feel that way now but I just wish he would say some time you're as good as the rest of them. The lights came up and there sat Lowell Reed - he had come in - he had a grin on his face and he said you have paid me the highest compliment a student can pay a teacher and he said I'll eat them. Well, while I was there at the Hopkins the war broke out on December 7, on December 12 my dad died back in Kansas he died in Colorado he went into an asthmatic paroxysm and never came out of it.

BF (cont)

He strangled to death. I went back for the funeral, school was in full swing - I arranged so that I could make up the work when I came back. I had to be gone for a couple of weeks because I was the oldest child and there was an estate not much of an estate to settle it was more than anything else satisfying or pledging to pay because I told you about his accounts - \$75,000 worth. The only thing that my father had was \$300 in the bank and a car. Everything else he had given away. You find where he had given somebody \$100 because they had to go to Concordia for to get some treatment. He was a widower, my mother had died 5 years before and he just served his brothers - his mankind that way and this is why I guess it is an obsession with me. Well, I came back and I had several exercises in laboratory exercises in epidemiology among other things to do I was working away. I was trying to do this and keep up with my class work so I was working way into the night. This one night I was working and the problem that I had was the epidemic - polio epidemic in Christchurch, New Zealand. Now this was before anything about polio was known other than that it struck and there seem to be some kind of a pattern it would follow lines of transportation or water - well, that would be transportation. The idea was to try to come up with some hypothetical some hypothesis that wouldn't that the professor couldn't shake you from too easily knowing that you didn't know what it was. And the more I worked at that the more I thought - hey! - this is just like schizophrenia. I don't mean that there is a virus or something but schizophrenia is - we

BF(cont) don't know what causes it but the phenomenon tends to cluster in certain areas like in the more deteriorated part of the cities I knew about the drift or the so-called drift hypothesis as being a possible cause but I thought it might be something else. The more I go to thinking about it- this was about 2 o'clock in the morning, Peg had gone to sleep, and I was sitting out there working I got so damm excited that I finally decided that I had to get some sleep. So I put stuff away and went to bed and I woke up about 4 - 4:30 and when I woke up I was able to think through what I would like to do and I wrote down a blue print for a National Mental Health Program. To make a long story short I finished the year and went to New London and had another interesting experience which I got something in advice - I mean counseling cadets - I was the Senior Medical Officer the First Psychiatrist then Senior Medical Officer of the Coast Guard Academy.

EAR Is that when Joe Bob ^{b,tt} joined you?

BF That is when Joe Bob ^{b,tt} had joined me. Joe came up there and Cameron both joined me there. We had a good show, ah, when I finally got back, for fear that I will forget this,- so we will come back to it - when I finally became Chief of Mental Health Parren called me in and said Bob if you had your head and could deal with it as you wanted to do you have any idea on how you would put on at National Mental Health Program. I said well sir, I have it all written out - he said you may want to change it he said bring it to me in a week or so. I said sir I will have it to you in the

BF(cont) morning. Apparent, I didn't know it then I wasn't really playing up the - I found out later this short of thing he liked- right now, you know, this is the way he was. I came in the next morning with it- this was this outline- well, I'll come back and pick up this strain up in a minute. My first assignment after I had finished my year and got my Master's was at Curtis Bay, Maryland which was a boot camp for Coast Guard enlisted men. And I was there just as a Medical Officer this was waiting for assignment for New London. I was there for 3-4 months and this was a very interesting experience - it got me back into the real practice of medicine again. Then I was assigned to New London as Psychiatrist , my job was to develop a screening program which would make it possible to reduce the psychiatric and emotional casualties and the results of these, in the Coast Guard who at that time were having some pretty horrendous experiences due to the fact that they were running escorts through torpedo junction and places like this without any degaussing devices and no sonar or radar yet and these guys went out and didn't know if they were going to come back or not and sometimes they didn't. So I was suppose to develop some kind of a selection program for these cadets who would be mostly enlisted men that they would bring in and they get 120 days - I think it was - and then they would go out as a reserve and ensigns. I had asked for a Psychologist who knew something- I wanted a Clinical Psychologist - particularly someone who was good in tests and methods but I said I don't give a damn about intelligence tests. I want someone who could help me with aptitude tests because I

BF(cont) don't know this very well. And there was a guy from Michigan State named Joe ^{Bobbitt} Bobit who was - had been recruited into the Coast Guard and I don't know where he was - but he was assigned there and another guy named Herd who was from Michigan State who was in mathematics who came there as a Reserve Officer that Bobit and I had our own grief with. Well Joe came, we worked together and then we brought in Sid Newman and Dale Cameron this was the 4 of us. We developed a pretty good screening program. We were trying to develop a - some kind of an aptitude test which would hold water. So what we would do, we would give some - we had a number of tests we would give to these cadets - the regular cadets then we would have a locked file and we would - on the basis of our tests we would predict whether this guy was going to make it or not. And nobody both Bobit and I knew who was and where in this file. The Chief Engineering Officer Capt. O'Conner knew we had such a file, somebody had mentioned it to him, he had several students that were having trouble and he would come down and talk to us and said give me a peek - let me know if I am doing right - what can I do. No, Capt. - God damn I will order you to. Sir I said that is alright you try. I have clearance from the Commandant, of the Coast Guard, - Admiral Russell Washy, himself a four star Admiral that no one can have access to these without my consent. We let nature take its course on these kids that were in this study group - I never counseled any of them - if they needed help I would turn it over to Dale or Sid Joe and I never touched those, we let them go and then at the end of the year when a class graduated

BF(cont) we would open up and see how our predictions came out. We had I Had forgotten what it was - Joe would have to tell you but it was somewhere around 75-80% concordance with our predictions. Then the Coast Guard decided that .. that was a lot of crap there was a very simple way that nature provided - you take these guys and put them on a ship either they meet it or they didn't and if they didn't you'd bring them in and discharge them and if they made it - fine - they had been tempered in the hot furnace of experience. But still they developed a program which is still going on. Well, on my 40th. birthday May 29, this year I will be 71, this week. But on my 40th. birthday 1944 Peg had a birthday party for me, a little birthday for me, had the Cameron's there I think Bobit, Bobit was a bachelor. Kay was teaching at CWC, Colorado Woman's College, infact there were 2 girls that he was dating Kay Long and Kay Barlese, Kay Long is now Kay Bobit. Kay Barlese they were both cutter than hell and they were both named Kay. And we use to take bets among us in the Coast Guard Officers Club which one Joe would marry. Joe would say if you really want to win bet that I am going to stay a bachelor. Well, where was I? When I was talking.

EAR You just finished telling about the screening device.

BF Oh, yes the birthday party. During the birthday party - Dale's father and mother were there to. During the birthday party the phone rang and it was Bill Austin who was Chief or Personnel of the Public Health Service in Washington calling and he started out congratulations on your birthday Bob said incidentally I have some news for you the team of Felix and Cameron are going to be

BF(cont) broken up. I said my God, you can't do that, I can't do this alone. I said we were just getting started don't do that to me. He said Dale is not going, who is, you're going. I-where am I going - he said you are going to go to Washington you are going to be assigned as Assistant Chief of the Hospital Division, Surgeon General wants 4 months to look you over, he is going to through every kind of a problem at you he can, if you stand up he will make you

EAR No your doing fine go ahead.

BF I am going to run down stairs a second. He..if you pan out you will succeed Dr. Kobb if you don't you go back to the stalk.

EAR OK want to take a minute now.

BF Well the those 4 months were a stressful time because I knew I was under the gun. Sure I wanted to be Chief of Medical Hygiene Division but more than wanting to be Chief of the Medical Hygiene Division I didn't want to fail and I knew that I was being looked at and what would happen - not only was I doing things for the Hospital Divison and I had a wonderful old Chief Dr. Billy Beane who died during the time he was Chief. But Dr. Kobb would call me up and have me do this or that and I would say Dr. Kobb I can't do that I'm down stairs. Well your going to be up here so you júst well learn how. Well I said I know but I am not there yet I don't know if I am going to be there. He said you're going to be there , you come on up. Then, I still didn't get anything from Dr. Parren, nothing happened everything went on as though I was going to be there forever. Finally, I got word about 2 weeks before

BF(cont) Kobb's retirement on November 1st. that I was to succeed him so then Dr. Kobb I remember he Parren called me down and told me and this was he hadn't yet asked me for this outline that came after I was Chief. He called me down and told me and then that day I got a call from Dr. Kobb. Dr. Kobb was a very interesting person he never called me Bob it was always Dr. There couldn't be a more kindly beloved father figure in my life than him. I love him like I love my father. This Larry can well tell you. Larry use to say that I was the third son for both his father and mother. But I got a call - Dr. can you come up I would like to start briefing you in. Well, one of the first things he told me I can see it as though it was happening this minute he said two or three things that you can use or not as you want but I found they worked over the years. First, He said Administrations are a lot like playing golf get your natural swing and stick to it, don't press or your hook or slice. He said another thing to remember is you have a lot of authority as long as you don't try to use it. Because the worst thing in the world is a person with a lot of authority which gets challenged and then you can't carry it through. You can do more on the fact that you have it and don't use it. Then he said and finally, and this is the thing I remember the most, you can get a lot more done for love than you can for fear because fear breeds hate. That was Lawrence Kobb.

EAR A wise man.

BF ~~To jump ahead for~~ a second - that is what I'd tried to do over the

BF(cont)

years. This is why we had the brown-bag lunches. This is why we talked about everything in the world from the origin of words to how we were going to plan the next program. This is why on rainy days we had out little get together parties at peoples houses and all of this. So that we would be really a team, this was something that other people didn't understand. Well, I went upstairs- it was a small operation - obviously - there were .. Dale was still in New London and I had no Deputy, no Assistant Chief. There was myself and Dr. Sam Hamilton, who was the Hospital Inspector, he was called who had.. who really had a file on all the state hospitals in the United States and Canada. Mary C^rocoran, who was a psychiatric nurse is now dead too. And I think there were 14 people totally in the office. Our responsibilities at that time were for 2 hospitals - Lexington and Fort Worth. That was and I think there was a Mental Hygiene Clinic or two that we were loaning some personnel to. I had forgotten. That was the entire responsibility. Well, then I told you about how Parren called me down and wanted to know if I had any plans - how I would plan a program. And I told him. Well, he .. when I came back the next day with the outline - I typed it up - I showed it to him and then I went back and typed it up so it was more in the shape of a proposal. I took it and gave it to him and he said let me have it - I'll study it. A couple of days later or something like that he told me he wanted me to go down town and see the Administrator - this was then the FSA - it was not the TW it was the Federal Security the Administrator had a Administrative Assistant. The Administrator then was I believe, Watson Miller at that time. And he had the Administrative Assistant , a young

BF (cont) woman, relatively young, named Mary Switzer, who was interested in mental health and he had talked to her and she would be glad to see me. I went down to the south no north building she was in the north building and talked to her about this. She became interested and she called in a gal who was in the General Councils Office, Gladys Harrison, and Gladys went over this and called in her colleague, a brand new young lawyer who just come to the FSA who - I guess he is retired now - a guy named Sid Saperstein. You must have heard of Sid. Sid was quite a guy. Sid was just trying his wings. We spent oh, I guess several weeks polishing up and working on this outline and finally put it in the shape -oh, we decided what we had been told by the Surgeon General and then by the Administrator was to try to put this in the shape of a sort of a draft legislation. Which we did. We gave this to the Surgeon General and he or to the Miller, (I've forgotten which). Anyway, we were told to take it to the Chairman of the Committee Labor and Public Welfare Committee, a guy named Percy Priest, from Nashville, Tennessee. We talked to him. He was a interesting man. A little tiny wizened up guy , I think he had peptic ulcers or something, pleasant as he could be but he was just a little tiny fellow and he gave it a quick glance, - he was a newspaper man not a lawyer. Then he said let me have it and I will get in touch with you. So we left it with him. I went , a couple days later to New York to the Academy of Medicine , I think it was, they were having a conference on the rest homes for merchant seaman that Dan Blane, who was then of the Public Health Service, had put together and

BF(cont) Dan was under the Merchant Marine, a guy named Fuller, who had been Executive Officer at Lexington when I first went there was then Chief Medical Officer for the Merchant Marine or whatever it was called - that is not the name of it - Maritime Service. And. What was I saying?

EAR About carrying the stuff to Percy Priest.

BF Oh yes. They were having this conference on these rest homes and I went up there and opened the New York Times and there it said that the Honorable Percy Priest, Chairman of the Committee, had introduced the National Neuro-Psychiatric Institute Act. Incidentally, Overholster objected to the name Neuro-Psychiatric Institute because he said that was too narrow and so that was changed to the National Mental Health Act - Bill - National Health Bill. So I came back and the bill was already in. Its hearings were set for a few weeks from then. Dale and I and we got a lone of a guy who names slips me now from V.D. Division who was very good at preparing testimony. We worked day and night getting our testimony together. We went down and we cleared this with Dr. Parren and the funny thing was we were told all the time that well, all-right you guys, don't get your hopes up, it is a long hard road, many are called but few are chosen and damn few bills get through. Anybody can introduce a bill - that doesn't mean a thing. You have to go through committee to the house, to the senate, to committee, through the senate to conference and then you have the presidential veto to worry about. So the chances of a bill are pretty slim, statistically. Well, Priest himself presided at the hearings. And one of the strong supporters

BF(cont) we had in the house was Clarence Brown of Ohio, the old man, who was very interested. A very interesting thing happened then. He'd remarked one day- during the break- he said Dr. I noticed your middle name he said are you related to the Ohio Hannahs and I said yes. Mark Hannah I call him Uncle Mark I said you may or may not like him I said I don't know but he was a great Uncle and he said well, he said he was my mentor. Well I said there are those who said he was a ruthless politician and I said - he said well, he was. He said do you know what his rule and guide of life was. And I said I do not know what you mean, Mr. Brown. But I know what the family always said that Mark Hannah always said .. always punish hell out of your enemies and never let down a friend. He said that is exactly right, that is the secret of politics. Well that kind of cemented me with him. I was a Hannah and the bill passed the house. On a voice vote, one decending vote, and I didn't even know who it was, but I was sitting in the gallery and it was by voice vote just I, no teller vote. It went to the Senate and Mr. Hill was Chairman of that committee and the sponsors on that bill read like a Who's Who of the Unites States Senate, I have forgotten who they were, but you can look that up. But Bob Taft, the old original Bob Taft, Lafolit, Hill, oh heavens, Smith of New Jersey, I forgotten who all they were, but there were 20 or 30 sponsors to this bill.

EAR I'll look them up.

BF Some very interesting things happened- little things along the way- at the hearings in the Senate. There appeared and asked to be

heard a young, good looking, trim Captain of the Marine Corp., in uniform. And so, of course, this was, war was not over yet, I don't believe. Was it?

EAR

Still in '44?

BF

'45 no I guess the war was over - just over. Well, anyhow this fellow said I've asked to testify because I want you to know what mental health can do. He said I am a patient at St. Elizabeth's Hospital, on leave. He said I was on invasions over somewhere in the South Pacific and he said I was in so many days and weeks that I broke down. He had the silver star, and he had all these medals up here. This was a stroke of genius whoever did this. He said I went to St. Elizabeth's and I could have been thrown in with just alot of patients but he said I was put for some reason in a group in which I got individual care. He said I am going to be well. He said I will be a citizen again like anybody else, Thanks to Psychiatry and Mental Health. Gee whiz, Mr. Hill came up afterwards and he said I don't know who plated that but he said you passed the bill right there. He said, you can't vote against the Unites States Marine Corp. Well, the bill passed, went to conference and I'll never forget that conference. I was called over there and there sat around the table Hill, Lafolit, Taft, Priest, Brown and I forgotten who all they were there were 5 or 6 from each .. some of the biggest names and I was really over-awed. And, there was reported out went to the vote , passed, was handed to the President to sign and he signed it on the 3rd. of July and you know the rest of that story. It was sort of an interesting

BF(cont) I think it was the 3rd. of July - July 3rd. 1946. That is right and so there was no chance for an appropriation and you know the story about the going to New York and getting the grant. I need not tell you that. There was something I was thinking of it happened back before and I can't remember what it was. Do you want to back up.

EAR We are just about done. I think infact, it is going to go off in about 30 seconds, or so.

BF OK so lets call it quits here.

EAR I'm sure you must be a little tired.

BF No, I'm not tired.

EAR This is August 15th. and 16th., 1946 presiding Dr. Thomas Parran. The meeting was called to order by the Chairman and then he called on Dr. Robert Felix to introduce the members of the Council, consultants and quests. The following were reported as present: Dr. William Menninger, Dr. John Romano, Dr. George Stevenson, Dr. Edward Strecker, Dr. Frank Tallman and absent was Dr. David Levy. Consultants included: S. Allen Challman, Dr. Frank Fremont-Smith, Dr. Nolan D.C. Lewis, Dr. William Malamud and there were a whole series of quests including: Dan Blain, Joe Bobbitt, Dale Cameron, R.E. Dyer, Sam Hamilton, Mrs. Albert Lasker, Winfred Overholser, Miss Mary Switzer, Dale Wolfle, Dr. R.C. Williams, and then Miss Switzer was called on in the absence of the Honorable Watson Miller and gave a short welcoming address. Mr. Clarence Brown spoke and Mrs. Albert Lasker spoke.

BF Do you know who Clarence Brown is there. That is Congressmen Brown of Ohio. The Senior Clarence Brown.

EAR OK that first meeting took place where now?

BF We met in what was then the Public Health Service Building. It was a building especially built for the Public Health Service and later was the headquarters for the Atomic Energy Commission before they moved out of the country to Germantown. It is on Constitution Avenue it is next door let's see there is the Academy of Sciences, National Academy of Sciences.

EAR Oh yes.

BF And then you face the Academy of Sciences on the left I think is that National Academy of Pharmacy or something like that and on the right is the building which is something else now. It is a white stone building, it was the Public Health Service Building and it was then during the war and for a number of years afterwards was the headquarters for the Atomic Energy Commission.

EAR This is on Constitution Avenue.

On Constitution Avenue - about 19th. from Constitution somewhere along in there. And there was a auditorium in there and I believe we met in there, at least I know we registered in there. That was a very interesting meeting.

EAR Tell me about it.

BF There was a meeting in which we - now I am not sure that I will get this meeting and the next meeting straight, because at this meeting we had no money. I had gotten this grant to get us together but I was concerned - we had to set up regulations under which to operate, we had to set up general guidelines, at this meeting we did several things. Now it is beginning to come back to me. We decided on as the law had said there - the thrust would be equally strong in 3 directions: training, research and what we call community services. The training would be along the four quotes

BF(cont) traditional lines to start with :psychology, psychiatry, social work and nursing. The research would be of 2 kinds: would be primarily supportive research through grants and we would work toward inter-mural research as a matter of fact, we did start to do some inter-mural research, shortly after that because we got some space in old building T-6. That is another story that comes a little later. And then the Wade Marshal came with us and Seymour Ketty. Community Services we sort of patterned ourselves what I tried to do on the 2 very successful programs of Cancer and V.D. not Cancer T.B. and V.D.

EAR: What do you recall at that meeting that were some of the interesting highlights? I think I have all the substant matters covered here. It is a very comprehensive 35 page summary

BF: I'll be darn.

EAR: Do you recall any interesting highlites that took place, interchanges of any kind, or anything that led up to the meeting that would be worth noting.

BF: It was either at this meeting or the meeting following that I had my first shocking dissolution. I don't know whether this should be on the record but treat it accordingly .

EAR: OK

BF: These people, a number of them, had been like gods to me, particularly, Strecker and ^{Ebaugh}~~Eba~~ wasn't with this group at this time. Strecker was one,

EAR: Frank Tallman
TALLMAN

BF: Frank Tolman I didn't know so well. Frank Tolman was then Mental Health Commissioner of Lefrel, Ohio at that time

EAR Thats right, Commissioner of Mental Diseases, State of Ohio

BF (out) Then he went from there to California

EAR Bill Menninger

BF (out) Bill Menninger. Bill Menninger stood up to what I had always thought of. You see, Bill was a little different category . I'd known Bill, we had known each other since we were boys. We are both Kansas boys. His father and my father started out as General Doctors in the State. People I knew through dad were people like C.F. Menninger, Halsted, the famous Halsted Clinic - I mean Hurtsler at Halsted. Dr. Hurtsler of Halsted, Kansas, famous Hurtsler Clinic and people like that. But I was.. they had been at the next meeting and that was so far back I am not sure but because we may have had some money to dispose of and not much but I was amazed at how these people were almost crass in the way they were grasping for this money for their own programs. If they had their way there wouldn't have been any money for anyone but them. They would have divided it somehow among themselves and they would have tried to see who could outdo the other in getting the most of that. I guess I learned fast but I remember walking away from that meeting feeling a little sick. I had thought as I had said to people along the way and as I said to you I am sure some time that I thought this was a program for the people and I really meant it and to see these people grabbing for their own programs was kind of shocking. Dr. Parran presided in his usual statesmen manner I remember we were all in uniform and the war must have still been on - at least we were still in uniform. August '46. I don't

BF(cont) remember - the only thing that I do remember is this shock that I got at either this meeting or the one after. We spent- Did we meet more than a day?

EAR 2 days - August 15th. and 16th. It was a Thursday and a Friday. I am not sure what time you adjourned on Friday. 3:15 on the 16th. So about a day and one-half.

BF(cont) I don't remember more than that about it.

EAR Well OK what do you recall?

BF(cont) JOHN Romano may remember something from that.

EAR I'll ask him.

EAR What do you recall aside from the point that you've just made about the people being kind of selfish about the availability of some of these funds. What do you recall as the development of the character and the nature of the council over those first few years.

BF(cont) Oh, I can tell you something else about that meeting now.

In our training program it was at that meeting- I had made the recommendation which they had bought that we resist all efforts at mass production for awhile and train teachers and that as we expand on our long term program there would be 3 levels of support. There would be expansion which would have to do with making grants which would enlarge already excellent programs without compromising the offering. Improvement which would mean improving marginal programs to where they were good without necessarily increasing the number and establishment which was to create programs where they didn't exist at all and it might be several years before there be anything that came off of this

BF (cont) production line. We were aware of the fact that if we followed this track we were going to very quickly get complaints that we had been in business for x-numbers of years and not a damm thing happened. That there weren't anymore psychiatrists in the world and nothing was going on that they could see and we would have to be able to brace ourselves for this. Several, Menninger for instance, who had his experience with the Army during that time strongly suggested that we keep very good data on where our money went and for what kind of purposes and justification for the kinds of grant we made. In other words, if we were going to train teachers we had to justify training teachers. We all knew that we might have a 10 year period when it would be pretty rough. Until the first of these people coming off the line could establish their ow departments of psychiatry someplace. As you look back Eli, over the years we did pretty much that. I don't know how it is today because this is a generation later. But how long ago was that? That was '46 - '66 20 - 15 years ago there was hardly a department of any significance of psychiatry or psychology at least - thinking of those two in the nation who chairman and principle facility had not been trained in some part on NIMH grants. And deliberately trained to be teachers in most cases we did just what we set out to do. Of course you were in that program you know that just as well as I do. But this was decided at that first meeting.

EAR Can you tell me anything of how you prepared for a meeting, was it clean that this was a historic meeting. Did you have that kind of sense of history about you or were you too busy just getting

EAR(cont) prepared for it. Do you recall?

BF(cont) You know I suppose I am a slob. At the time, as I look back, I can see it but at the time I wasn't concerned with a sense of history. We had gotten legislation through which I thought was really going to be important for the American people and the thing was to get the damn thing on the road and I knew that I had a short honeymoon but I could mess it all up if I messed up the honeymoon. I worked like crazy to get all - everything in line the recommendations for the policies and all of that and the justification for it. I went into some length with Dr. Parran talking about how we were going to be sure that this was opened up for discussion by the council members. If you notice there were 6 council members, not 12, not yet, there were two others even then. There was a representative from the armed forces and a representative from the VA, I don't know who they were. But there was at least the law added maybe they didn't show for this.

EAR Captain McDaniels from the Navy

BF Freddie was there, ha.

EAR F.L. Daniels

BF Freddie Mc Daniels. Freddie Mc Daniels was a psychiatrist in the Navy who had been stationed as Navy liaison Officer at the Fort Worth Hospital during the war to take care of that 400 or so Navy patients we had in there. Then there was someone from the VA and I don't know who it was.

EAR Someone from the VA.

BF Maybe he didn't show.

EAR I don't see it. I don't think so. Nolan D.C. Lewis was there as a quest. It doesn't show anyone from the VA.

BF No I wish I could say that we that I stood in a moment of silent awe at the birth of a great movement but I didn't really have time and I was too scared that something would go wrong. You know in retrospect.

EAR How did these people get selected as members of the Council. This first Council group?

BF(cont) I proposed a list to Dr. Parran and in those days there wasn't the politicizing there is now. Some of those people, Oh, I can tell you some things that have come back again. Some of those people were picked for political or pay-off reasons. Now, if you go through that list the law said that 2 should be chosen for 3 years, 2 for 2 years, and 2 for 1 year, so we were to draw the names out of a hat. So we put a name in a hat and drew it out and that way we got what we wanted. The one year people were Frank ^{TALLMAN} Tolman and George Stevenson, I believe.

EAR I'll check it.

BF(cont) And they were chosen for 1 year. George Stevenson, this was a pay-off to the National Committee for Mental Hygiene and now the NIMH. Frank Tallman this was a pay-off to the Congressman of Ohio, Brown. Tallman was a good man there was nothing wrong with either one of these people but this is why this made Brown very happy and he had worked hard to help us get the bill through, even though he was the minority party, he had worked hard. So those were those two. The Dave Levy and Ed Strecker and I can't remember who was for 3 years and who was for 2. But these were

BF(cont) not chosen for any pay-off purposes. That was Levy, Strecker, Menninger, and Romano. These were all strong men. Ramano was a young man then but he was a comer he had been very active he had done he made some considerable contributions to the whole field during the war. Menninger of course had been with the Army and made his reputation there. Strecker had been a Consultant to everybody - Public Health Service, Army, Navy and everything else during the war. And Dave Levy was chosen because of his interest in Child Development. Remember he was the one who did the work in Child Psychiatry and he also did the work on animal - Child Animal Behavior, remember? He would go down to the zoo and observe them and all. Dave Levy was a one of the most brilliant keen men I ever saw. Now his wife, incidentally, this was not the reason we chose him. I didn't find this out until later but it was sort of a secondary gain. She was a Guggenheim or somebody like that one of those very wealthy families. Guggenheim I believe she was a Guggenheim.

EAR That is a good name.

BF(cont) Yes, they are known to be solvent. But Dave had made tremendous contributions and they were chosen, I think what we did really was to chose M enninger and Strecker for 3 years because we knew they had great charisma. Then it must have been we took R mano, but it seems to be ROMano was a 3 year man.

EAR I think so, we will check it.

EAR(cont) Dr. Dyer was there from the NIMH

BF Ah, Gene Dyer was Director of NIMH. There is a story that goes with that a little later when NIMH came into existence. Gene had been very interested. Gene was one of the great microb

BF(cont) hunters, if you know what I mean. He had done some of the early work on typhus fever and on several other diseases, as a matter of fact, he was one of those people who strapped the little cages on their arm with the infected fleas in them and let them bite them and got the disease. Now he had another interest that I knew about, others didn't, he had a daughter who had a very serious psychiatric break and she had been in several institutions, She was at Menninger's I believe I know she was interested in living because I visited her up there at his request. A lovely girl, she finally came out of it and is doing fine now and she was the reason for Dyer's more than passing interest. You probably know that a little later on we - when the first re-organization effort came about when they were going to take the NIMH apart not the famous one in the '60's but the one back in the late 40's, I guess it was wasn't it. The one that Joe Mountain shared. That was the time that they were going to divide us up the same way again

EAR Oh really?

BF(cont) They were going to take the hospitals and put them in the hospital division and they were going to take the control programs and put them in the dura-state services , research would go to NIMH. I fought this but I was not having very much success and there were several programs, one of them they wanted to abolish was the division of foreign-quarantine. And Gilbert Donahue who was the Chief of that division was desperately trying to hold it together. This was the division out of which had come such people as Carter and other who had done the work on yellow-jack and on leprosy and on malaria and on hook-worm and on all the rest of them. So I was trying to fight for myself they- the Surgeon General had

BF(cont) given them a dead line and said they had to have the report in by a certain time so they were going to cut off their hearings at 4 o'clock on this particular day. I figured the only way I could save myself was to scream bloody murder because I had no chance to be heard. So I went in that morning all armed to speak for foreign quarantine, they were before us and Donahue talked for awhile, then he kind of ran out. So I launched forth with a passionate plea to point out all the great things that had come out of foreign quarantine and how the sleeping venom was in our culture - society ~~and would sprang~~ up again if we ever let it commend from abroad and leprosy and I went on through all. I would say things that I knew would challenge them and that they would disagree with then I would fight for my points. We broke for lunch and at lunch I kept talking to him so that they didn't come back at 1:30 as they expected but about 2:30. And I kept them going until about 3:30 when all of a sudden one of them, I think it was Al Siefert, who was then- he was later Executive Officer at NIMH when he was down town then on this first task work. He said my God, we got to wind up in 30 minutes and what are we going to do. I said well you sure aren't going to cut me off without a hearing are you? I said I just believe my constituency wouldn't like that and I said I would make damm sure they know. So they finally decided that since they had no chance to hear me and since the Surgeon General had given them a dead line they would pass me over for then, maybe some other time but for then they wouldn't do it. That's all I needed was breather. I went out to see Dyer and told Dyer you

BF(cont) know how much we need a program like this. We need the research and I need to have these other things - control and training with it - this has to be a comprehensive program and inter-grated program. We have a law ~~which sets~~ up a National Institute of Mental Health, now that leaves a building and there is 10 million dollars authorized to be appropriated in that building - in that law for that building. And that will be know as the National Institute of Mental Health. Now if you take me in lock, stock and barrel, I will make the 10 million available - I will go get it - to join with whatever money you can get for the new clinical center you want to build. Well he said he didn't want those hospitals, they weren't really part of NIMH, he didn't want the control programs, but he could understand where he might take that because I showed where he was doing kind of a control program-work and cancer and several others. I went back to point out again how much I had done to help him personally and how I could only do this because of knowledge that I had been fortunate enough to get through fellow-ships from the Commonwealth Fund but at the rate of 4 or 5 or 6 or 10 a year, they weren't getting anywhere and we needed to get this in a big way and this was NIMH's job- I sold him. Then I went back and R.C. Williams, Chief of the Division of the Bureau of Medical Services where I was was very unhappy. He didn't want to lose me and he became.. but then I convinced him that it was a matter of survival. Parran agreed or Shealy whoever was then I think it was still Parran. We transferred the 2 hospitals to the hospital division where they were for a number of years and the rest of us moved lock, stock and barrel to NIMH. As soon as that

BF(cont) happened Williams said OK I want your space down town. So we moved out - back out - into old T-6 from which we had come a few years before and that is how we happened to be the NIMH in the NIOF H as Burney use to say. And the reason that we had the favorable location on the lower floors than the Clinical Center was because I put up the original seed money of 10 million dollars and then they got the rest- it was 62 million altogether. So they went and got 52 million more - I'll admit - but the first 10 million they already had - it was my money. Not only that but then they were starting to look for a Director of the clinical center and they couldn't get anybody at any kind of a price at all. And I said I know a fellow who had been with us during the war as a reserve officer he is now I think Superintendent of Montefiore named Jack Masur. I have 20 numbers at advanced grades authorized below- I got that built in the law too - which you could be awarded once but not again. I will make a number available for Jack Masur. if you want to get him at a 2 and a half or 3 striper and they got Jack Masur at 3 or 4 stripes. So, it was my number that made it possible for them to recruit Jack Masur and it was my money that made it possible the Clinical Center - my money the NIMH. The NIMH money. So that is how that all came about.

EAR And Dyer was there all during this time.

BF Dyer was there - I didn't know it then but I played on it later that he'd seen this in from the start. As a matter of fact, I always liked Gene Dyer, Roler E. Dyer, he was one of the gentlemen from the old school. When I really wanted some advice I'd go see him. There was someone else whose name doesn't appear in any of

BF(cont) these things that may come as a complete surprise to you who was most helpful to me, he is long since been gone. His name was Norman Topping. Norman Topping left us when Sebrell was made Director of the NIH, when Dyer retired. Topping had thought he was going to get that. He went to Philadelphia the University of Pennsylvania as Vice President and he went from there to Southern Cal. as President of Southern Cal. he was there for a number of years. That is another little interesting story.

EAR His name is in here somewhere

BF Is it. I took care of some of his family.

EAR And Jim Shannon didn't come in till '54 - '53, '54.

BF Jim Shannon came to the NIMH as Clinical Director of the Heart Institute. And was Clinical Director of the Heart Institute when ^{Sebrell} Sebrell finally left. Sebrell left, Sebrell caught all of the heat of the polio vaccine, that was in his time. And it just broke him up. He just, he was not .. Henry Sebrell I love him, he was a fraternity brother of mine, I have known him for year he was a sweet guy - that was the trouble with Henry Sebrell he was too damm sweet. He was never made to be a tough hard boiled administrator of a bunch of wild men such as you would find in a creative institution such as NIMH. They just about broke him in two. Now Jim Shannon could handle it. And under Jim Shannon was organized what I think is one of the most- I was talking about this at Johns Hopkins the other day - when I got my award. I have never known in my life, and I doubt it very often that there has ever been collected in one place such a group of top flight people as those Institute Directors. They were so far as I know, without exception

BF(cont) uncorruptable. They really were selfless. They were fighting for their Institute and they weren't allowed - there were a few that always figured you kept your cards covered always cause they would steal your chips if they got a hold of them. But that was among themselves. Let outside threat come and they would coalesce like a piece of steel. We had the freedom and used it to criticize the Director - to him - not to his back - we never said it to his back. He was perfect, we were always sure of that. But in the Director's staff meeting we would take him apart, it was Camelot, it was camelot and it can't come again.

EAR Well that's true and yet it that atmosphere, Bob, over time the NIMH increasingly was seen as a kind of a - if not an outcast - certainly different from all the other institutes and there was something growing between you and Shannon over time. Tell us something about that.

BF It wasn't between Shannon and me.

EAR It wasn't, OK.

BF No, If it was so I didn't know it. I felt that Shannon was my true and good friend. Shannon went out over and beyond the call of duty. Go back and read Carver's .. Carper, or whatever the name is.

EAR I think it is Carp.

BF And you will find out that she says in there where Shannon would protest that I was not getting a fair hearing

EAR Carper is right

BF Carper that she would protest that I was not getting a fair hearing

BF(cont) when they had those meetings at Keybridge Motels, or wherever it was and would vote no, for he might otherwise had voted yes, because I hadn't had a fair hearing. No this was Jim Shannon. What was driven between us, not Shannon and me, but between us and the others was the fact that I wouldn't .. I would play on the team to the point where I thought that anymore playing on the team would wreck the program that I felt was too great to be wrecked. No you can criticize the hell out of me and if I was somebody else I could criticize the hell out of myself because it sounds like I am talking out of both sides of my mouth. I believe that you have to be a good team player up to a point. But if you are morally convinced that what you are doing is right then you don't dare cave in, just because public opinion runs against you. You take the bitter with the sweet. When Burney organized that task force, Carper talks about him there, and they began to come out to talk to me. I very soon began to sense that things were going to get hot. You could just feel it the kind of questioning and as she said, this was accurately reported, when they questioned me and I gave them my position and I was uncompromising. I figured don't give them a chance to think you are going to compromise., or they will move in on you. Then I began my under-cover work. After that first meeting when I saw the questions were, I had made some phone calls. I talked to the people in APA and NAMH, the American Psychological, Jack Darley I think he was the guy who was Executive Director then.

EAR He was

BF And who was it Barton or it must have been Dan Blain or whoever

BF (cont) it was was over at

EAR Matt Ross

BF No it couldn't have been Matt, he didn't have the stuff.

EAR It must have been Dan.

BF It must have been Dan Blain. And I went to these various people. I went to people like Alan Gregg, Menninger, I went to all these people and I pointed out we're liable to be in trouble. Stand by, stay alert and I will tell you as soon as I know something but everything we have done can go down the river. So I knew I had my forces on the alert, they were on stand by alert. So then I became more uncompromising. Then the thing that was unforgiveable in their eyes the day that Jim Hunley, he was going to give this unveiling of this program in the auditorium, maybe you were there, of the Clinical Center

EAR No I wasn't

BF And he met me .. no he singled me out and he said Bob, can I see you a minute. He said Bob we are going to make a report and your not going to like it. Your not going to like it at all. And it is going to be in a different kind of program for you. I just want you to know that you'll look like a fool if you try to protest it - it is settled, we've cleared with the Surgeon General, now it is done. I just advise you for your own sake, don't be a fool. So I was set when I heard what they had done I could have died but I didn't say a God damm word. Everybody was turning around and looking at me and waiting for me. I didn't say a word, I didn't say a damm word I walked out of there stood aroud, chatted and smiled and this I understood later worried some of them worse than if I exploded

BF(cont) because I didn't say anything. I went right to the phone and called Lester Hill, I said I have to see you, can I see you in 30 minutes if I get down. Sure he said come on down. I told him what would happen and I said you know what this means. He said well what do you want to do. I want the appropriations of the Senate, the appropriations committees, committee report is do out, is it written yet. He said it is being written right now. Herman Downing is writing it. I said I want a paragraph in there if you will do it Senator? Which will say do you understand that there is some re-organization and redistribution of the functions of NIMH and that is your committee does does and your committee does not want anything like this done until there are full and complete hearings on it. Sure, that is fair enough, he said of course . He said you write it. I sat down in his office and wrote it on U.S. Senate stationery long hand. He read it and corrected it and said this isn't strong enough here, this isn't quite factual and he called up Herman and said I was coming down with it, put this in, right in a prominent place. That came out in the report, the next week. Now here is what you get for being too much of a team player. Burney saw that and he says we can't do anything. The committee had dictated that, he said aren't you going to protest that, no use protesting it is out now, I can't do anything about it. I had counted on that. I had known Bernie, he and I served together in Springfield, Missouri many years ago when he was a 2 striper and I was 1 and 1/2 striper. All I wanted was time because at the same time I did this I alerted everybody I called and called and called from the office and I had them call

BF(cont) others and the word was out within 48 hours that they were going to dismember us. These then came into Congress.

EAR Ok that I think you just described very vividly the successful effort to prevent the dismemberment of NIMH but all of that must have had a kind of growing history. Was it really that we were different than all the other institutes?

BF Well no, I don't think so. I think first there was this alienation because we didn't play the same rules. I wouldn't play the rules. Even those who thought it was a shame what was going to happen couldn't quite approve of me because I didn't play the rules. I had turned maverick. This was.. I had to weigh this and I decided that it was my responsibility as Director to serve the Institute as best I could and if my friends didn't like it I was terribly sorry, extremely sorry, but I couldn't do anything about it, number one. Number two, we had become two almost despaired units. There was the intermural research unit which was very biologically oriented. They had some psycho-analytic sorts of things to over there with Bowen, wasn't that his name?

EAR Yes

BF And Bob Cohen and some of those. But by and large it was the Julie Axelrod's and the Seymour Ketys and the Wade Marshall's and so forth. This was distinguished research. On the other hand you had a group characterized by Duhl, Clauson, and the others. Now, the basic research people were over in that building over there with the other NIMH and they are still reasonably accepted. They had never been thought .. but the rest of them were around -

BF(cont)

they were around the Director's office and their only contact - I use to go over there and hold meetings with the staff in the Clinical center, our people just so that some of them didn't even know who I was. But that wasn't true with our people in the other place. And we began, I could see it coming and I couldn't stop it drifting more and more toward a , I don't know what word to use, approach a non-organic approach sure its non-organic, liberal approach, that sounds like I am opposed to liberal points of view. I don't know what to say but it comes out with such people as Fuller-Torey that I can't except as being the same breed as the people I know. If I understand him right.

EAR

Yes, I think you do.

BF

And we moved in this direction. I have privately criticized Bert Brown bitterly for some of this and then I wondered if I was fair. He took it and his head was down, kind of like I was beating him and he wasn't any use to fight back. Maybe he can't help it, maybe this is the way things have to drift. Maybe this is like a flower, it starts out as a bud comes to full flower then opens so far that its petals start to fall off.

EAR

Well I wonder though too Bob and I'd like to explore this with you a little further. It seems to me that, and you correct me, maybe to some extent your efforts were almost too successful for some of the other institutes. And I think that the institute.. there was a kind of a .. we were growing too fast, we were getting

BF

Eli, this was what was back of the reorganization. We were

BF(cont) getting too big, I was told we were getting too big for our britches. That we were telling others, rather than others telling us. This would be bad enough anywhere but among this bunch of head shrinker kind of people, it was worse of all. I ran into this way back at the Coast Guard Academy, when I had around me a group of people all of whom were psychiatrists. Dale Cameron was doing the surgery and I was giving the anesthetics, somebody else, I have forgotten, what he was doing. We had 4 psychiatrists there, one was doing ear, nose and throat, that was their original, and the Chief Medical Officer of the Coast Guard, Dr. Karl Marshall, came down and said he was getting sick and tired of having people kid him about the neuro-psychiatric Institute of New London, he wanted us to quit all that psychiatric crap and get down to real medicine. And I suggested that he get him another Senior Medical Officer, I wanted to go to sea anyhow. I knew he couldn't do that because I knew what would happen to the Public Health Service if he tried it. So I felt fairly safe. Yes, we were too successful. We were winning away people, or at least they were coming out and talking to us from other institutes because they saw better success. When you pull people like Vanstaton out of the bureau of the budget, folks like this. And also, because of our success we were identified in the minds of many people, there was the NIH and the NIMH, even though we were part of it.

EAR And to what extent, again you've touched on this before but to what extent was what you said earlier namely, that early in the game you say three parts to the total program: research, training, and community services. And of course it was the latter, it was

EAR(cont) the so-called service part of the program that they felt didn't fit into NIH. So there is another apparent

BF There is 2 apparent things here one is this whole area of service. Shannon felt that it didn't belong and it wasn't until I pointed out that it was in the law. I remember that I went in one day and said Jim your telling me I must get rid of this and this is not part of NIH. I said your forcing me out of NIH, look what the law says. I read it to him in the Mental Health Act, he said if that is what the law says well that is OK he said OK I won't say anything more. He never again said it. Now, when I said a bit ago about my relation with Jim I say again I think if there hand't been a special rapport between Jim Shannon and me I think I was very fond of him and I think he was fond of me. I was his Senior Institute Director. May of times he would call me over and just bat things off my head.

EAR Was that unusual? He didn't do that with all of his Institute Directors.

BF There were only 2: Rod Heller and me. He could trust us both to keep our mouth shut and he had to talk to somebody and we weren't involved , it was problems that had to do with the organization of NIH generally or something down town or something. We weren't involved so we could be reasonably objective, but also we were older than he was.

EAR Talk a little bit more about him. I think we need to put him into the picture somehow in a way you have already intimated that he was a brilliant man.

BF Jim Shannon was a utterly brilliant person. Dedicated, he had all of the political proclivities of a good Irishman. He loved politics, he reveled in it. He was an excellent investigator. He had done good investigation in his own right and few people in government in the Administration of Programs ever understood, honest to God, understood research. How you do it, how you support it, what liberty you have to give it and what liberty you don't have to give it, like Jim Shannon. He had a way of addressing himself to Congress so they believed him, they wouldn't necessarily always buy him, but they would believe him. I don't thing anybody ever questioned his integrity. The same thing was true of the NIH, though people had come in contact with. He was a great leader. He was imaginative, he was .. unless he was being yanked heather and yarn by Congress or something he would have time for you, he would see you and talk to you. He didn't go off on his own very often, he would talk it over with people first. He might then go his own way but he wouldn't do it until he had a lot of input. And that I can't ask of more from anybody.

EAR Can you recall what you would feel as a illustrative incident or a vivid incident that inter-changed between you and him that kind of typifies some aspect of his approach?

BF Yes, I can.. You can't use the names here

EAR OK I am going to leave them out.

BF There came to me one time a man who was the most woebegone waif you'd ever saw named Wade Marshall. Wade has just come out of a psychiatric institution. He had a degree in physics and a

BF(cont) degress in pysiology. Well trained in both and he had a paranoid break and he had been on a locked ward for part of the time. He was coming out now and he couldn't get a job. He came to see me, heard about this new institute, was there any place for a neuro-physiologist. I was impressed with his tickets and I was..I must admit I had a little selfish thrills suppose I could take this person and through proper handling he would come up with some really great contributions, which he did. What a feather in the cap of mental health this would be if we would take him. So, all I had was the \$5,000 fellowship I had no place on my manning table. I took him on and he started out with a \$5,000 fellowship. Before Wade died he was making \$25,000 a year he got a five-fold increase over the years and earned very cent of it. We set him up with some space in building 3, I know which one that is, when you face the main building it is the one to the right.

EAR Oh yes, right.

BF He had just a couple of rooms. He had equipment packed in there so tight it made me think of a overpacked submarine. He came up with some new data on spreading cortical depressions with potassium and calcium irons and all showing how this spread. This was contrary to the established theories, particularly of Warren Mc Cullough, in Chicago, and of the guy whose name slips me now, the physiologist in California. He published.. wrote this paper and submitted it for publication, and I cleared it, his data were good and sound. I got a call from the Associate, The Scientific Director, whoever it was, over at NIH over in

BF(cont) headquarters, the frontoffice and said Bob, we can't publish this guy has been crazy, look what he says, he says its contrary to what every.. everything in the books. I said does that make it wrong. Well he said it sure casts a great doubt over it. I said doesn't he have a right to publish, aren't we strong enough that if he is wrong we could stand the embarrassment. Are we going to say that a scientist that we trust with equipment and animals and all, we won't let him publish his finding. I said do his conclusions follows from his data. Well, yes. But what about his data? I said I'll vouch for his data that it was gathered properly. Well, I can't do it. I went in to see Shannon. I presented it to him and I said Jim to me this is a matter of psychiatric, of scientific morality. Jim listened and he said I could see him sit back and lit another cigarette and he said by God, of course you are right. He said you know he has been crazy Mc Cullough and others, he said there is going to be a big debate if he reads this paper wherever it is going to meet, the American Physiological. Shannon says well, we let him do the work, he said that either you believe in scientific integrity or you don't. Well the upshot was that his paper was cleared by the Institute, the Director of NIH, nobody else, he signed it. I signed off as Institute Director, he signed off for himself as Director of NIH. Wade presented that paper and all hell broke loose. Wade stuck by his guns and was proven wight and the whole damm theory of spreading cortical depressions was changed as a result of his work. The interesting thing is Shannon never once said to anyone I told you so. That's the way he'd go. We were sitting one time, maybe I told you this before, in the

BF(cont) Institute Directors staff meeting and we'd meet around the corner there in building 1. You would come in the front door and you would turn to the right then to the left then it was the door on the left. And he had gotten, he said I am getting damm impatient we are trying to get certain of these training programs through and these guys just won't move. He said I am going to take some money and going to set it aside and I am going to say if you want this money you have to do so and so. If you do that we have a grant for you. If you won't want to do it, no money, not only that, but you might have a little trouble getting some of your other grants. We sat at that table like this, Shannon sat in the middle, Vanslike sat on his right, Smadel sat on his left, I sat on his right around the first Institute Director, Endicott sat on this side and then we went down in seniority down the table Wipaloy down here. And I said Jim I don't know whether my over whelming emotion is shock or grief. I said I am shocked to hear those words to come out of your mouth and I grieved I never thought I'd hear you say that. You've gone contrary to every concept of intellectual freedom I ever heard of. If you want to say that you won't.. you want someone to make .. to carry on a program and if its meets certain criteria of excellence you would have special money for it, that is one thing. But that has nothing to do with any other grant. And to go at it by saying that if you want any of our money you have to do so and so, that is not the same thing. He said it is the same thing. I said it is not. It may sound the

BF(cont) same but it is not the same as saying I have some money that had to do with a certain job , if you want to do that job and can meet certain standards then we will consider making a grant to you. Endicott said I agree with Bob, we too Colorodians agree on this, in his husky voice. He said I think this is morally wrong and I think if we ever let this thing creep into this there will be no end to it. Shannon got kind of red in the face. Smadel started to say something about you know, you guys don't understand the facts of life or something. Shannon said just a minute I believe they do understand the fact of life, maybe we have forgotten them. We won't do it. That was Shannon, his Shannon.

EAR Well there is a whole additional episode which is preferenced with the phrase The Fountain Committee, we won't go into that right now. I think that is where he had his problems.

BF Yes, and that came almost after my time, I think. I heard about it. I think it was starting while I was there but was that about 65, '66?

EAR Well a little before that I think.

BF They were starting I know this.. this came about incidentally, you know all virtue is not all on one side nor is all guilt on one side in these things. We had gotten a little loose in our auditing of programs. We decided that just because you were a scientist or were a member of the academic committee you were honest and clean cut and a all-American boy. And they are just like anybody else, you have the good and the bad.

EAR I want to take you back Bob, because Wade Marshall reminded me that I think it is terribly important for us to get on the record your thoughts and comments about the beginning of the your whole inter-mural program and how that began to fit into.

BF Oh, well we had started out with a research grant program. And the good part of this was I guess you would say sociologic, psychologic, program primarily because I was continually impressed with how utterly naive most all psychiatrists were in research design or in research execution. They seemed to feel that all you do is you count one, two, three, four, five and then you say that this number two or this that makes it so. And I was upset about it, we tried to get some research training started and I began to be kind of shook by the fact that our people, even those who were going to evaluate the research training programs were not really investigators themselves. John Everhart, was a social-psychologist. Phil Sapear was a whatever he was, he was not

EAR He was the son of anthropologist

BF He was the son of an anthropologist and had a baccalaureate degree who was more analytically, he had done a lot of work at the Washington School of Psychiatry, I think, but that is about it, about all. And I decided that I was going, I went back and looked at the law, I found.. and the legislative history. The whole thing started because Dr. Cobb, before me, and I in the early days had proposed an Institute for Research in Mental Health.

BF(cont) Here was a chance, because of the great tradition of the public health service, particularly the NIH, to set up a research program inter-murally. Well, then I got concerned about how to start it up. I really didn't think I knew enough about it, I had done some neuro-physiology in my time but I was certainly not a hot-shot at it. I had already been siphoned off into administration and I felt like I was sort of a.. some kind of a faker anyhow. But I knew we had to do it. I went over to talk to Norm Topping and I told Norm that I wish I could find somebody who was really good, who was young enough that they would take a chance, that I could bring in as Scientific Director. He told me that he knew of a fellow from Philadelphia named Kety, Seymour Kety, in the Graduate School of Medicine. I made a date with Kety, went up on the train, I remember, to Philadelphia, saw him in his laboratory there, which is a basement room. I met Josie his wife and first I was, he was sure that he, she had told since about that he doesn't know what the hell ever got over him.. came over him he had no intention of coming. And I began to paint a picture of what we could do and the more I talked the more excited I got. I talked about, that I wanted the bases in physiology and I laid this back on cellulate and stress and all the rest. And this would mean bio-chemistry and he said the thing that convinced him was that he found that I had a tolerance for a broad range of research that none of it was outside of my field of interest. And I seduced him to come down. We set him up in T-6, he and Wade Marshall, they were the first, then he began to bring the others.

BF(cont) There is a interesting little story that you may have heard about, I like to tell it, I am going to tell it San Diego this fall when they are going to give Seymour an award and I am to give the presentation. It is one that Seymour always blushes when I tell. I always claimed that Seymour's great scientific success was due to the contributions that I made to his research, which he never tells. And the real story is this , he was doing some work one time, I remember he did a lot of work on radio isotopes, and where they are located in the brain and he would decapitate the monkey and it would fall into this liquid nitrogen, and the head would freeze immediately and then they would section it and take fingerprint plates whatever they call it after this and to do all this you had to have the scintillator, scintillation counter going and a lot of other things. They were already to start the experiment, they turned on the switch and nothing happened. My God, they began to look around all over the place and were just about to tear the thing apart to find out what was wrong and I looked down and the great big cable was lying on the floor, it wasn't in the plug. So I looked at it for a bit and they were just about ready to start taking down one of these amplifiers and I said Seymour does that have anything to do with the experiment and he looked at the plug and plugged it in and everything went fine. So I always said that he wouldn't have amounted to a dangle if it hadn't been for my pragmatic approach to research and my practical suggestions.

EAR Bob, Seymour came in before Bob Cohen did then?

BF Oh, yes. Seymour came in first. Seymour was.. it was fortuitous we got Seymour. He is a Clinical Psychologist, but he is a physician, so he has had, even though he has never practiced, he has had the sensitizing influence of clinical medicine. And his wife is a clinician, she is a pediatrician. Seymour had a great interest in mental health but it stemmed from his bio-chemic studies, he still does. He has worked on genetics and he has worked on well I guess it is mostly genetics now. Bob Cohen was Clinical Director at Chestnut Lodge and one of the principle teachers in the Psycho-analytic Institute. He began to see the handwriting on the wall that Bullard had a daughter and two sons coming along and that the time would come, at a time when he couldn't afford to have it happen, when these kids would be grown and they of course would come in and he would be squeezed out, or he would take orders from kids that he was now baby-sitting and he wasn't about to do that. I knew him because I was in the Psycho-analytic Institute. And I'd known him and I knew Maybel, his wife, his first wife. So I talked to him, got him interested, and brought him out. He and Seymour hit it off. That is how we got that started. Then Seymour brought.. he recognized very early Wade Marshall's assets and his liabilities. Then he brought in that Italian, pharmacologist, head of the head of the section on pharmacology in the laboratory of pharmacology over over in NIMH. I guess he is still there, hm, hm, hm. But Seymour was broad enough, one of the people he went after early, he and Cohen

BF(cont) together was Dave Shako. Then they brought in Bill, the guy from Harvard who died of cancer.

EAR Oh, yes.

BF He married the Japanese girl, beautiful girl. Bill

EAR Begins with a M?

BF Well I'm not sure it begins with a M. You know who I mean.

EAR Yes, I do.

BF And this thing began to proliferate. WE were never able to get bio-chemistry off the ground. Bradley was there, but he was in the position of sort of a Section Head in a laboratory without a Head. That was one area we never got.. never really got to go, never got under way. The others went pretty well.

EAR When you say Italian your not talking about Samaroggi are you?

BF No, no, no

EAR He came much later.

BF He came later and he was out at St. Elizabeth's. I can't even think his name was Giavonni.

EAR Cantoni?

BF Cantoni, Cantoni, I told you he was Italian. Then one of the things that always tickled me, Seymour for some reason decided that he wanted the touch of the sacred. So when he was offered the Phips Chair at the Johns Hopkins he took it and I warned him you will not like it. I know I had my training there, it is not your kind of psychiatry, Seymour, you won't like it. I saw him a time of two during that year and each time he was a little more dissatisfied. And I kept saying Seymour the day you have your belly full, provided you don't wait too long, your jobs waiting

BF(cont) for you. He was there one year and he came back. I was kidding him about it at Johns Hopkins the other day and they said he was one of the few people that they had stolen from anybody who they lost back to the same place.

EAR And Bob Livingston came in.

BF Bob Livingston came in. He came in and replaced Seymour as Scientific Director. He started in on a special laboratory. A laboratory of something or other, I forgot what it was called.

EAR Something about the brain.

BF Yes. Bob is a funny guy.

EAR By that time hadn't John Everhart come back, No, No.

BF John wasn't back yet. He was still at Commonwealth.

EAR Right.

BF But eating his heart out.

EAR Yes, I'll have to call John

BF John told me the other day or someplace, not too long ago, when I saw him. It was at the House Office Building, on the signing of the incorporators, that he has never regretted coming back.

EAR There also, even though you said earlier this afternoon that the NIMH inter-mural program fit in with the rest of NIH, even there I think to some extent the breath of the program was or was it wasn't such and people like Fritz Radel who were there early in the game and caused all kinds of waves.

BF Fritz caused me more grief.

EAR I'm sure.

BF I asked him one time I said Fritz, if you have anything worth

BF(cont) while reporting why report it in Parent's Magazine? He said what is wrong with Parent's Magazine? I said it is just not an established scientific journal. Well, that wasn't his style. Fritz was an intuitive type of person who had a lot of knowledge, but he was no researcher. So far as I can see Bob Cohen will still stand up for him, but I have never felt and I don't feel yet that his contributions to the research effort, I am not talking about treatment, but his contribution to the research effort was significant. I think that was one of the mistakes we made bringing him in.

EAR Well you mentioned before that some aspect of, you didn't use these terms, but maybe it was implicit when you said some of the softer aspects of the NIMH program may have been part of the reason that the rest of NIH didn't look altogether kindly on us. Did the fact that the NIMH inter-mural program early on think toward a very comprehensive investigation of psycho-therapy have anything to do with that, all of the efforts of Bob Cohen and Dave Shako had trying to do the ^{definitive} study of psycho-therapy. Did that have any impact on the inter-mural programs place in the totality of the inter-mural program at NIH.

BF I don't think much. I don't think much not that people turned their nose up at it. They just didn't understand it. I think they approved of the idea that we were trying to evaluate treatment and I think they agreed that nothing could be more evanescent than trying to evaluate psycho-therapy, because psycho-therapy is whatever you say it is. You had no landmarks that you could use in exploring. But the fact that they were trying to evaluate it. I don't think this .. this hurt any. On the other hand some of the basic research I think.. for instance people like Axelrod and Brody in the Heart Institute worked hand and glove. They were highly regarded.

EAR OK lets jump rather long distance from there to I have a whole chapter in here Bob on the mental health project grants and early community efforts and the Prince George's mental health study center and when we get to it tomorrow the Health Ammendments Act, the 1956 Health Ammendments Act and what that did to community mental health.

BF I've forgotten what those were. You'll have to give me

EAR OK I will tomorrow. But the early mental health project grants and the Prince George's mental health study center which began under your stimulus and your whole interest in community mental health. And that brings into some extent the regional offices in the relationship between NIMH and the regional offices.

BF This was an area, the regional offices for instances take it which ever way you want.

EAR Go ahead

BF This was something which I was odds with everybody except the NIH. In the.. except the NIMH people, I mean. The.. and the field. The NIH couldn't see all of this money being spent on a bunch of people. Why douldn't one person do all of this stuff. This was really packing it. The people in the regional office, I mean the regional office people in Washington, state services or whatever it was called later were nervous because we were packing it so there were more of us then there were of them. I started out with a psychiatrist in each region and quickly added a psychologist and I had in the manning table a place for a social worker and a nurse and in some cases others : health educator and several others and we had them out there I don't know how many we had at any one time. I was able to get a pretty good travel budget for this program and I would bring these people in twice a year for a week and I'd practically live with them during that time. We'd meet.. I remember when we

BF(cont) use to have an office over in Silver Spring and right across the street was a synagogue. It was the only auditorium big enough and we worked out .. we got Mill Whitman's, good son of a rabbi he was , he was able, we taught him to do the negotiating for us. We got their auditorium, is that the right word for that room. That's the room they hold their services I guess.

EAR Yes

BF For all day, everyday, for a week, everyday up until Friday, it broke off at Friday noon for them and I would stay with them and I would take one full day and I would stand up in front of them and I would tell them what I thought was wrong and I knew everyone by name and where he came from - 50 of them and I'd say you didn't do this or you didn't do that or I liked what you do and so forth. Then they could come back at me, I hadn't done so and so and we would go at it and they would practically shout at each other, but we would work this all through. They knew one thing- that I knew them, I knew what they were doing and that fundamentally we were on the same wave length. We were arguing about details and they ate it up. They would go back out to the field rejuvenated and ready to go. I would never go into a region I didn't notify my regional people that I was going in the region or where I was going to be and what I was going to do. I would never give a paper or a speech in a state that I wouldn't notify our people in the region that I was going to.. had been asked to give a paper there should I give it and if I do give it here is what they want me to talk about what should I talk about that they want and what should I stay away from. And I would always get a reply. I asked for reports on periodic intervals, at least once a month, from all regions and I got them. Now what I did was to build up a network of people out there who felt that they even though they were in San Francisco and we were in Washington felt that they were an ~~intigral~~ intimate part of the body politic. And as such they were

BF(cont) throwing themselves into it fully. I think this is a .. there is a lesson to learn here that I don't think that other programs had. I did one other thing, I was very careful to stay to make.. to be personally sure that the regional medical directors were known to me and I knew their problems and I would stand up for them and I'd always say a good word for them but I knew them all on a first name basis. That meant that I .. and this is one of the reasons why we had our problems with some of the other institutes, other programs, not only institutes, like cancer and T.B. and some others. If it came right down to the nut cutting I could count on those regional medical directors to back me and to defend me against other programs. I told me people whatever you do do favors for the others. Now, this is a pragmatic cold blooded approach but it works and it is a good thing to remember. Always keep them oweing you and if possible never owe them. Don't ask them for anything if you can help it. But always give to them so that you always have chips to cash. Thats as I did with Congress too.

EAR I want to get to Congress tomorrow. Now, go ahead.

BF Now you asked about the Prince George's Mental Health Center.

EAR Right, that is what I wanted to ask you.

BF I wanted some place. I wanted 2 of them. I wanted more but I finally settled on 2 to have a couple of demonstration centers. I made a tactical error that I learned form but I learned it too late to do any good. You cannot engraft a foreign substance on a community and have it grow. It.. you can plant a seed and have it grow out but you can't just move in an organization. A good example is Phoenix. We moved in there although there were several, John Clauson was the Washington contact for that and John's concepts were not quite the same as Bob Hewit's who was out there. And it was.. it ran fine as long as we kept putting the money in and paying everybody's expenses. The day we began to suggest that

BF(cont)

they had a local board and everything, the bishop was on the board and everything. But the day we suggested that they put up some of the money they began to get cool. The day we pulled out that thing folded up completely. Now we had never pulled our money out of Prince George's. It is closer and we can kind of count it as an extension. What I wanted there and I brought in Mabel Ross, an old colleague of mine from Johns Hopkins days. She was head of the Child Guidance Clinic in Buffalo, I think it was at the time, and she was ready to move. I brought her in and told her what we wanted and what the future would hold and sold her. I wanted to develop a program which came out of the community. We would supply the people because I wanted to control what we did. If I wanted to do a study I could do it. So she set up a very interesting, this was her concept, the way to do it. She would assume that all of the people of Prince George's County were equal stock holders in the corporation. Through various organizations, the Board of Education, the Bar Association, The Medical Society, The Rotary Club, PTA, Chamber of Commerce, whatever they would each elect a representative director to the board of directors which would have their regular meetings and this was how this was run and they would report back to their organizations and I'll admit through that as long as that was going that way they were able to keep the interest of the people up. I would go out to their annual meetings and they were really all gung-hoe. I wanted to use it as a basis for a whole variety of programs. For instance it was out of that program that we developed our deal with the Prince George's County Hospital to allow us.. we paid for 8 beds I think it was which not any special 8 beds but we could have 8 beds on demand - up to 8 beds on demand, for alcoholics to treat alcoholics in a general hospital setting, then we went to psychiatric problems and demonstrated what we could do. We wanted to do a study, what was that study that caused so much hell. We did a study of kids

BF(cont) in the fifth or sixth grade then we repeated that study in as they went into senior high we made predictions as to what we .. what would happen to these kids , how many would drop out, how many would be.. which ones would be in juvenile court or something else and then we compared our results. And somebody leaked this. And God did we catch hell. We knew these kids were going to wind in jail very soon and we didn't do anything about it. And all I could say was that if we had done anything about it we would have spoiled the experiment. Well is an experiment that important that you would let a kids life be ruined. What kind of creatures are you?

EAR Incidenentially, I don't want to divert you but as you well know now there has been a traumatic shift so that that question would be asked much more intensively of us that we couldn't so experiments that might spoil some child's life for the sake of an experiment.

BF Oh, that is right

EAR And that hasn't changed

BF This is the whole thing under the new human rights, ethnics. I had to set up a committee on this and everything from fetal research up and down.

EAR I mention it not to divert you but I think one of the things that I hope can come out of this entire effort is, and that is one of the reasons I chose this so called title "after-image" that it is so terribly important for us to be able to present the nature of a program in the context of the times in which it lived because those times were what the circumstances were then and it is both inappropriate and unfair to criticize someone after the fact because the presumption that they should have known then what you now know. You were talking about the Prince George's Mental Health Study Center and the fact that the one here at Prince George's worked and the one at Phoenix didn't. I guess you just about covered that.

BF Well there was a difference I think in the way we set them up. And we involved the community in the one. If I was setting up a clinic for other than demonstration purposes I would insist the community do it. We might get some assistance but this would be on a diminishing scale, if you know what I am trying to say. This could be a long or a slow slope. I mean an acute or a gentle slope but it would none the less be diminishing so that the community would have to increasingly participate in it. And this was I think the reason for the success there. They .. the treatment program was essentially the same I think their health education program was essentially the same.

EAR Allen was the first Director?

BF No, oh no. Mabel Ross was the first Director. The next one was a guy whose name slips me now who was in the Public Health Service. He drove an oldsmobile station wagon

EAR I remember that

BF Who went from here back to the Mayos. He was on the staff at Mayos. Was using an electric drill during a rain storm and was electrocuted, killed. His names slips me. He was a gifted young fellow. He was followed by Stan Yolles.

EAR Stan preceded Allen.

BF Yes, I'm almost sure he did.

EAR No, I think it was the other way around.

BF Well, OK, maybe it was. I won't argue because I am not sure. I do know that I first got a beam on Stan when he was out there.

EAR Thats true

BF And something happened and I needed help

EAR Joe Bobbitt was on the 20 studies

BF Joe Bobbitt went on the 20 studies. Thats right the 20 school studies.

EAR Save that for tomorrow

BF And I brought in Stan. And that is when I first got to know him.

EAR I want to go through that. OK let me take you back. I am sorry to shift your train of thought this way but there is a lot about getting to that point that I want to have lead up to it. But there are 2 things early on in the inter-mural program that you haven't even touched on which I think deserve some special mention of their own. One is the early development of support in the field of alcoholism and the other is the whole psycho-pharmacology program which I think I want to go talk to Jonathan Cole. But certainly what can you tell me about alcoholism didn't become a separate program until months later. But you were doing work earlier with it.

BF We were doing work on alcoholism from the start. There were 2 things wrong in the .. people who were pushing alcohol programs. There were 2 things wrong with our program. One was that it was tied to mental illness in mental health so that alcoholism became a mental illness and they maintained -- its the same old story you hear in other terms with retardation or anything else. It is an unfair accusation but none the less one that sounds good. They maintained that we said if your an alcoholic your mentally ill. Alcoholics are crazy in other words to reduce it to its crudest essentials. And the other was they maintained that our studies were primarily in the areas of the sociological and psychological aspects or psychiatric aspects not in the bio-chemical and that this was an analogy, kind of an analogy. I probably pulled a tactical blunder here as I did in pharmacology in that I didn't yield a little more to them but I couldn't see putting money -- I come from a part of the country that no body is rich and money isn't easy to come by and we don't like to pay taxes anymore than we have to because we think the government doesn't do as good a job as somebody else. I was brought up that way that as I have heard my dad say you send money to the government and what they do they take out a brokerage fee and send it back to you where it was in the first place. It may or not be true but I had this.. I

BF(cont) was constantly and I think this may be one reason why we got so little criticism we got our share but like the study of mate selection and a few of those things back there when we had our big donny brook in Congress. But Winche's works was what I was trying to think of. But I felt that we would have to take our pay-off .. take our efforts where we had the people to do it. We had people in the bio... sociologic and psychological fields who were interested and ready to go. I couldn't find anybody really , very few at least, really qualified in the biochemical and the physiological areas. There was a guy down in Texas named Williams who came up with some ideas which some said were good, some said weren't. Well we supported him as heavily as we could. But I didn't put as much money in it and all the people would play back to me was look how much money you are putting into psychology and psychoanalysis and how little into the biology of it. Well the same thing was true in a way with psychopharmacology. We had all been praying for the pill, not the pill, a pill not the .. the indefinite not the definite article for a pill or a draft of medicine or whatnot which would cure the madman. Well we would sit over and over again something would come up and it was the answer shock was, insulin was one thing after another. This was lobotomy

EAR

BF Lobotomy was another one. This was going to cure all kinds of ills. I said early on that certainly if nothing else the tranquilizer was better than lobotomy because it was a reversable thing which labotomy was not. I wanted to approach it a little more conservately and I think I was wrong. I think this is one where Mike Gorman was right, more right than I, we had some bitter fights. You've heard probably the story told that somebody asked Mike Gorman what kind of relationship he and I had had over the years he said productive but abrasive. That describes it pretty well. We got along fine but there was always sparks flying. I wanted

BF(cont) to see and evaluation set up, I wanted to see a chain of institutions where we could study these patients. The tranquilizers caught on so fast that within 2-3 years you couldn't find 100 patients who would meet other criteria of age, sex, that you could match who had never had any drugs, or who hadn't had, first hadn't had any drugs at all or hadn't had drugs in x period of times even in the hospital. And we didn't even know whether or not there was some lasting effect of the drug just not transient but lasting some change. And I remember that our concept had been with narcotics that one of the things that morphine addiction does is somehow subtly change the physiology so that you are never the same again once you are addicted. You make look the same, act the same, feel the same but the way you can be so easily addicted a second time it is almost as though you were sensitized. I resisted, the first place, going over board, Mary Lasker insisted that I put a major portion of our research effort, take it out of everything else and put it in this, massive approach. She was particularly maybe contemptuous isn't the word impatient with some of the sociological and psychological studies that were going on. Studies of the family for instance what difference does it make your sticking your nose in somebody else's business anyway. Why don't you take that money and put it into developing new and better drugs. Find out the mechanism of action of the drug. Get you a whole island full of monkeys and use them.

EAR Was she behind that first three million dollars worth of money in the early 1950's?

BF Oh yes, she and Mike Gorman. But she particularly. She and Florence Mahoney who was her hatchet woman. Well her real hatchet woman was her sister, Fortisque, not Fortisque you know who I mean but I can't think of her name. But Mike was her advance agent really. So I resisted them, they had their way anyhow and when I was asked afterwards I said that I think on this one I missed the boat. And the

BF(cont) only bad thing is that in the kind of work I was in your not allowed even one strike.

EAR When that pressure built up to really get rolling and the original money for three million dollars the first year, if I recall correctly, that is what you were given as an appropriation. By that time you had already started to look for people, Johnathan Cole.

BF Johnathan Cole we had already started we had gotten I believe two things happened. We were looking anyhow but I believe Fogarty or Hill or both put into the appropriation a piece of money that could be used only for psychopharmacology research and with this we set up a psychopharmacology service center. Then we set up a psychopharmacology information center what we called.

EAR Yes, right. Then Johnathan came first then Johnathan hired a psychologist you would recall by the name of Sherman Ross.

BF Sherman Ross and a guy named Cass. Whatever happened to Sherman Ross, he went to Maryland.

EAR Sherman Ross now works at two places, Howard University and also works for the National Research Counsel. He is still wheeling and dealing all over the place. But not doing a great deal.

BF You know these wheelers and dealers they wheel and deal but they never arrive.

EAR Sherman missed the boat. He was a very bright guy. Now Johnathan, of course, did fine. Johnathan kept on moving he eventually became.

BF Johnathan, not Sherman, his department is where at Cornell?

EAR He is ? I haven't followed him since he took Mel Green's last place at Boston State. He left there I guess.

BF Yes, I think he is Chairman of the Department at Cornell, or someplace.

EAR OK , well maybe this is a good place to stop, Bob. What I'd like to do tomorrow is talk the mental health title grants that's your title 5 program. Talk a little bit about that. I'd like to get your thoughts on how the whole joint commission began and our involvement in the joint commission over time. And then, go back again, and talk a little more about some of the things that are illustrative and perhaps truly informative incidents and general description of your relationship with people in Congress. The further development of the advisory counsel the development with the professional association which we really haven't talked about in any great length. I think it is very illustrative to talk about the year when you were wearing 3 hats simultaneously, you were the Director of NIMH, the President of the APA, and you were doing something else that was equally. I said that I had a little poem about Felix doesn't go around in circles anymore he goes around in helixes. I had a two line cutlet, you were doing so many things.

BF What was I doing? I remember I was President of the APA and

EAR You were on a number of committees.

BF I was a member of the Professional Training Committee of the APHA. And I was on the WHO Expert Panel, I think all at the same time.

EAR I think that epitomizes very nicely if you tell us about it in your own inimitable way. The sort of thing that again for NIMH I think is so important the very intimate linkages that key people had yourself and others of us at lesser levels with our professional organizations. NIMH was the only one of the institutes in which your professional career was completely coequivalent with your professional identity. I mean the heart institute had people who were a variety of identities who worked in the heart institute but in mental health there was a mental health and a mental health and I think the people

EAR(cont) at NIMH identified themselves that way.

BF Yes, we were all mental healthers. With the exception of the basic researchers, who were pharmacologists or chemists or physiologists but even then they were more identified even Wade Marshall considered himself a NIMHer.

EAR Right. And even the sociologists like Cohen.. what is his first name?

BF Mel Cohen

EAR Mel Cohen. And I suppose the one who began least as a mental healther became the most mental healther of all and that is Mort Kramer.

BF That's right.

EAR Who really began as a statistician.

BF Well, Seymour Kety was a hell of a the .. Smith-Kety technique on blood circulation had nothing to do with the brain except their were blood vessels running through it.

EAR It was catching to work for NIMH.

BF Well this is one of the things that has never been discussed really. Why it happened. I don't know if I can tell why it happened but I know how I tried to make it happen. And it was this constant personal interchange in which you just bounced ideas of all kinds off of each other and you allowed everyone an equal opportunity and really reserve the right for yourself secondarily to yak on anything.

I also think that it is a very subtle phenomenon that happened to us Bob. I think the very difficulties, the fights that we had, the struggles for our own identities with people on the outside and some instances mild and some instances severe. It is a little bit if I can make this kind of an analogy like people of Jewish faith the more you are repressed from the outside

EAR(cont) developable you get on your own. And I think that is what happened to us.

BF This is well known that the best way to strengthen a race or an ethnic group and to increase population of them is to persecute them.

EAR Well I think to some extent I won't say we were victimized because we did very well. But I think we were looked on that way and I think we were pushed that way.

BF We weren't victimized we did a little victimizing of our own.

EAR That's true. Well the Jews managed to do that once in a while too.

BF Yeah, they

EAR I think.. I think that part of our identity, part of our self-identity came from within from our professional roles and came from partially from the pressures without. So that I know by the time I was at NIMH for 1 year and struggled with people on the outside of NIMH and the rest of NIH I even was strongly identified with NIMH than I would have otherwise. What's his name, who became the Head of General Medical Sciences originally the Division of General Medical Sciences.

BF Halsey Hunt

EAR No, no not Halsey Hunt. Stone. Fred Stone. Now Fred Stone did as much as anyone to give me religion as a NIMHer because I was fighting him tooth

BF Is it going

EAR Yes it is

BF Let me say it first to get it on the book

EAR Please do.

BF The second Director of the Prince George's County of Mental Health Center was Bob Faucet. He is the one I told about yesterday who is dead.

EAR Right

BF OK,

EAR Ok now let me ask you

BF Thank you

EAR May I close the door. OK. What I wanted to ask you first is to give you a chance. Is there anything that you thought of after you quit last night of this morning that you wanted to begin with. Any kind of loose ends I have a lot of stuff here so don't worry about it.

BF I don't know whether it is the kind of stuff you want or not. But to me one of the unique aspects of the early days of the program which carried over I think I felt it did as long as I was there and some maybe metamorphic form a little bit was the spirit of comradeship which I deliberately set out to try to achieve and this goes back to what I said. Well first I suppose, partly it is my nature. You can't do other than what you're naturally predisposed to do. But the fact that Dr. Cobb had said long .. early on I mean. That you gain more by love than you do by fear because fear breeds hate.

EAR Right. Now go ahead

BF And so we started long before you came with us. There was a small group. First Bobbitt then Cameron came in then we brought in Larry Cobb, Lawrence C. Cobb who was at that time just coming out of the Navy. He was taking.. he was doing his psycho-analytic training and in fact he .. I couldn't start my analysis as part of my psycho-analytic training until he was finished because the same gal Freda Formycman analyzed him and analyzed me and she said she couldn't take me until he was through because he was on my staff. Larry Cobb was working part time while he was finishing his analytic training and he had the research program. And Veste, Danny O'Kiefe, there was a sociologist with us for a while, infact, one of the best darn papers I ever had my name on was written jointly by a sociologist named Raymond Bauers and some of the early Millbank papers were written by him. I don't know what ever happened to him. We made it a point unless we had to do it some other way to bring our brown bags

BF (cont) and go down to the little cafeteria in T-6 and get a sandwich and we'd sit around the table and eat and talk.

EAR In your office

BF In my office. This was part of.. later we graduated into Veste's office because mine didn't work too well, he had a bigger table. But the point is however it worked out and if I thought I could tell you some more of the people, Alberta Altman was another one. Alberta Jacobie she is now. This interchange, informality we were a family this is what I deliberately tried to achieve and I think this was something, Eli, I'm bias but I think and I kind of hope that this was something almost unique in government to this program.

EAR Bob, I have to ask you, well I know you won't believe this an embarrassing question when did you start kissing the girls?

BF Oh, I've always found that that was a very pleasant and effective means of establishing moral and immunity.

EAR I see your still doing it. No, I think your absolutely right, I think

BF Underneath there is something and if somebody ever asked me what I thought the good Lord had given me which most stood me.. most in good step I hope brains had something to do with it but leaving that out it was a innate I don't know what to say, capacity that I really loved people. You can't fake this sort of thing you cantbe phoney about it. I really loved people. I think this is why I could get bitterly angry about how patients were treated in hospitals. I just loved people and if you love people I guess it shows.

EAR Well there was a side of that Bob, that you would be too modest to say yourself but I can tell you that Phil Sapear said in an interview that I had with him that an offshoot of that was your ability to pick good people and then let them do their thing and this really was a very major strengthing.

BF

Well, this was again something that.. there were occasions when it was awfully hard to keep my hands off either because I thought I had a better idea or I thought things weren't going well. If they weren't going well I would move in as soon as I was sure but I would be sure first and if I thought I had a better idea I would always say to myself, if your so God damn smart why don't you do it? Why do you have him there you know, if your so smart why aren't you rich. But another thing that I tried to do and I was told by some of the old timers that is was going to wreck me, I was always trying to get people who were the very best I could get and they pointed out that I had too many people smarter than I was and that I had too many people getting more money than I was that I should get more money than anybody in the whil Institute. This was...there was a number that got more than I did. This didn't matter, hell, I couldn't care less. If somebody was real good I had something that they didn't have I had ^{the} vision for the whole thing. And if they had a better vision I still didn't care to much because it sound phoney, Eli, there is nobody but my wife that knows that this is true that I cared more about doing something for people who couldn't do for themselves than I did about anything else including my own advancement and I wasn't insensitive to the fact that I wanted to get ahead myself.

EAR

Right, well, I remember well even when I came you use to boast to the fact that so and so was smarter than you are or that so and so was doing things that you couldn't do, you would take pride in bringing those kind of people in and it wasn't a threat at all.

BF

Where could you find another Shako, or another Kety, or any of these people. My God, they were tops in their field. Do you realize that by the time I was ready to retire and for some years before that there was hardly a question in the broad spectrum of mental health, not with all the pieces broken up

BF(cont) but including alcoholism, drugs, mental retardation, criminology, housing and whatever. There was hardly a question that anyone could ask us that we couldn't turn to some person in that organization and find an absolute recognized authority. Just think what that means. What a collection.

EAR Bob, on that score because I think that was a tremendous thing for the Institute that fact that we were so almost ..

BF And we all respected each other.

EAR Almost all encompassing. Was there ever any thought initially of calling it the National Institute of Mental Illness instead of the National Institute of Mental Health.

BF No, No, not by me.

EAR OK

BF Now, I was told by some of the people way up on Dr. Parran's staff and some of the PR people that I was making a tactical error that nobody would go for health. But they would go to stop illness stamp put mental illness or I'll kill you sort of thing. They pointed out it was the Cancer Institute, the Arthritis Institute, or would be later, the Hearsh Institute, this was heart disease was what it was understood by this, it was the Institute of Microbiology, arthritis and metabolic diseases and so on.

EAR Neurological Diseases.

BF Neurological diseases and blindness not sight but blindness and that we were wrong and I said I was sorry but what I was after was more than stopping mental illness that if I could achieve elimination of mental illness I would only be if I could achieve magically the elimination of all the mental illness in the country I would only be half way down the road that I wanted to go. I was talking about and you heard me say this, Eli, I was talking about positive mental health. Positive meaning not just absence of disease well, I was saying

BF (cont) it before but that's what was in the WHO charter. It is not merely the absence of disease it was a state of well being, health and well being of adjustment of ability to live with your neighbor comfortably to give.. and to let.. to live and to let live. I never talked about this very much before because it sounds so gosh-darn corny when you say it that people don't believe me, I ~~don't believe~~ so I've never said too much about it. I was also, I think, I hope, reasonably hard boiled and able to negotiate with politicians and others and I can be reasonably cold blooded about it when I did it. I was being cold blooded about it for the same reason that a mother can cold bloodedly do something for her kids.

EAR Well, you're a rare bird, ~~Bob,~~ you're sincerely corny.

BF Well, OK, I'll take that.

EAR You mentioned yesterday and I would like to carry you along on that thread you mentioned yesterday that Dr. Parran and the Senior Dr. Cobb had thought through very consciously about Dr. Cobb's successor and you described Parran coming to visit you and their the interchange. Now that must have set in motion in your mind when you took over the same kind of thought..when did you start to think about your successor and how did you go about it?

BF The answer, I know the answer I am just wondering how to say it because it is on tape. Well, I'll tell you. You can't use this quite the way I am giving it.

EAR OK

BF I brought in early on two people who were my closest associates they had been in New London, Joe Bobbitt and Dale Cameron. We were sort of triplets, Joe had a gift of.. that the other two of us didn't have. Dale had gifts that the other two of us didn't have and I hope I had some. Joe was to my knowledge, to my way of thinking, one of the last of a breed of broadly based psychologist I don't know what you would call Joe, clinical, not really. He could talk

BF(cont) knowledgeable and did and educated me beyond measure in socialpsy and development psy and experimental psy, statistics after what I had at Johns Hopkins then to run into a guy like Joe who could make statistics fun. But I was early aware at that point in time, I was thinking way back there, what if I get killed in a plane wreck what would happen. At that point in time they would never, the medical group was so strong, they would never accept a Ph.D. of any stripe as the Director, the Deputy Director and doing all the work, making all the decisions as long as it looked like some doctor was - they would buy that. But he couldn't be "Mr. It". In addition to that, as Joe went along he became sort of frozen in some of his ideas. He.. it was a little hard.. I loved the guy, and I don't know how to say it except he got soft in his ways and I felt that he wasn't growing, I didn't know what to do about it. He had been, at first, the Deputy Director, Dale was still at New London. So I finally brought Dale down because I thought this would be the crown prince. Dale, if anything happened to me, Dale could take over and we'd talked about this in the days up in New London, when we were up there together. Dale didn't have a MPH and I thought that was important but I didn't know exactly how to do it. Little by little I began to realize that Dale had great ambitions to be something in his own right and he had the ability. But damn it he was too near my age. The only way he would get to be Director before he was so old they might pass him over was if something happened to me which I didn't want to have happen. And then one day, I heard something. Somebody said to me you know your lucky to have Dale Cameron, he is one of the best number two men I have seen. And I came back and I thought that guy is not a number two man. I'm really selfish, I am holding him down. He is better than what I am.. what he will be. And I started to talk to him about it and to my utter amazement he interpreted what as I was saying as saying look I had enough

BF(cont) of you, I want to shove you out. I tried to explain to him but my thought was that he would be his own man he was too damn good. And I proposed that he take on the Directorship.. the Fellowship at Johns Hopkins the School of Public Health. But that he wouldn't come back to me that he should go out and make a name. And then when I retired maybe they would bring him back. It took a number of years.. I could have stopped there and said OK Dale if this is the way you want it but damn it I guess the same thing I've done with my students down here I've played God to much. But I knew that was wrong for him. And I wouldn't give in. So he went to Johns Hopkins with some bitterness knowing he was not coming back. And he went from there, I'd forgotten where he went. I guess he was loaned or what not to Minnesota. And he resigned from the service and went out there then he came back in the service as Superintendent at St. Elizabeth's because this gave him almost an equivalent position at least in the hierarchy in the department. As a matter of fact it gave him a better position than me because as Superintendent of St. Elizabeth's he had direct access. His immediate superior was the Secretary. He was in the Secretary's cabinet meetings, I wasn't by two or three notches and Dale and I are good friends and I think ~~we're as good friends~~ as we ever were. But there was a time so I was thinking about it then. Then who did I bring in after Dale?

EAR Well the rumor is that, no I'm sorry no but the rumor is somewhere along the line you started to think about Allan Miller. No, there must have been someone before that.

BF Allan, I'll be damned. I always had somebody on stand by and there was always a Deputy, but Allan was never a Deputy. No, wait a minute, Joe Bobbitt came back in, didn't he?

EAR Well, this carries you beyond the point where you are right now, Bob, but Joe

- EAR(cont) was officially named Assistant Director in 1957.
- BF Ah, ha and there was no Deputy for ~~awhile~~. That, now I know. He was made Assistant Director, this gave him more freedom of motion because the AMA Council on Mental Health and everybody else would deal with him. The American Psychological wasn't very happy and I got this. This is beside ^{the} point, this is a very amusing thing at the time of the second conference on psychology training there was a Bolder Conference
- EAR And there was one in Miami
- BF Stanford, wasn't there one in Stanford?
- EAR Yes, and there was one in 1958 in Miami. There was one in Stanford.
- BF There was one in Stanford. I'll come back to your question but this was so cute, Dave Shako came to me and he said you know you ought to be a Fellow of the American Psychological, I said I don't have my Ph.D. in Psychology. Well, he said, I think you would pass the examination. He said I want to sign your application. I made it out right there, he signed it and then I came up and I'd forgotten who all signed it. Dave Shako signed it, Jack Darly signed it, Neil Miller signed it, Stark Hathaway signed it, Olds signed it, oh, hell there were about 15, Jack Hilgard signed it, it was the damndest honor roll you ever saw who signed it. Well, I went through zipp like that of course. So I had...this is part of something that we ought to talk about ~~some time today~~ is my philosophy of why we achieved, how I built my constituency
- EAR Oh, absolutely
- BF deliberately this is one of the big.. this is what saved us at the time of the second reorganization. Well, Joe Bobbitt was Assistant.
- EAR In November of '57 he was officially named Assistant.
- BF And there was no Deputy because I didn't know who to put in that place. I had my eye on Allan and Allan I decided needed more seasoning. He had been

BF(cont) at Prince George. Your right he was there. And we moved this... he had an Assistant named Yolles.

EAR That's right

BF Who had a wife who was in personnel and everybody knew about the wife but they didn't know about Yolles. She was the one everybody knew because they were all going down there...she was, one, I guess is still one hell of a good internist.

EAR Yes, she is.

BF So I assigned, where the hell did I assign, it is all messed up in my mind. I assigned Allan someplace for further training. Now he wound up in Denver, but that was after he was married to Judy.

EAR Yes, well of course he spent that year in England.

BF Before that. I sent him there as part of his training but I did something before that. What year did he go to England? I wonder.

EAR I think it was '55 '54-'55.

BF That long ago!

EAR I think so.

BF Then I'm all bawled up. All I know is that I finally, as a result of that experience in England, I didn't know what the story was but I was damn sure that he was not the man to be Deputy. I'm not sure whether I was right or wrong but to me Allan is well, I won't analyze him, he is not all that a lot of people think he is. Now, that is kind of cruel to say without elaborating. But I just, he and I, I think are still good friends. But I would not have him in that job. So we had appointed Yolles to succeed him out of Prince George's. And I needed someone when Bobbitt went on the 20 school study and I asked, and this is an interesting thing and I don't think anybody has ever known. I

BF(cont) asked Mabel Ross, who hasn't had a hell of a lot of use for Stanley anymore I guess, but I said who should come in here as my Deputy, I said your out because your too damn old, she is the same age as I am. She said well she thought that one of the most bright, alert, gifted guys she ran into was the present Director of the Prince George's Center, Stan Yolles. And she said why don't you bring him in here at least and look him over, because you have to have somebody and he is the only one available. I brought Stan in and I was tremendously impressed with him.

EAR What impressed you about him. You brought him in November of '58.

BF I brought him in November of '58. There was no such thing as too much work to pile on him. He was an indefatigable worker. He would carry out a project all you had to do was tell Stan I want to get this done and I'd like this kind of an end result, and go away and leave him and it would be done. Now and then he was not perfect, now and then I would get a complaint that he was too rough. That he was my hatchet man and that I wasn't the sweet guy that I was pretending to be because when I had a nasty job I let .. make him do it. And I would still look good. Which wasn't so. I didn't know that he was - apparently he was somewhat rough on people. Now, I .. the reason I am fumbling I am sure that my impression of Stan, as is true with any man in my position, was not the same as the people who were subordinate to him. I have heard since that he was not entirely loved by everybody. That there was a reasonable, sizeable group of people who were less than passionate about him.

EAR You were a hard act to follow

BF Well, I would like to think that that was it but maybe he just, I don't know. Well, anyway still he was good and when he went back out to Prince George's and Joe came back I found that the pace was slower with Joe and I knew that we were rebbing up for .. because we were getting up to the point where we

BF(cont) had gotten through the Mental Health Act we had gotten the HIP and all that going, we had gotten demonstrations programs and training and we had had all of this now we wanted to get on with what had been the core of my original idea. Which was break down these big institutions and deliver the services locally. Rather than taking the people to the services take the services to the people. And I used all of the reasons that I have used now in promoting ambulatory care, later on , on a broader basis. I won't get into that philosophy now. But anyhow, Joe would go along but he was not as imaginative, Stan was. So, I finally brought him back in. But in doing this he could not do something that Joe could do very well and I set up that office of program planning and evaluation. And put Joe in as Chief. I am sure that Joe felt that that was a step down, but to me it was a step up because I gave him complete freedom. I tried to have one of each of the disciplines in there and he was the co-ordinator and I gave him a budget but I knew that I could never put him in as Director, not in that time, I'm not sure whether they could now or not, but not then.

EAR Do you recall any, I am talking about Stan and some of the other people who were subordinate to him, do you recall anything in the initial interaction between Stan and Hector Vegas. Hector was at your outer office at the time.

BF Yes, Not that I...well, I suspected some things but I was never able to nail it down. There was not the most cordial relations between Hector and Stan and it was because Stan apparently got impatient with Hector and pushed him harder and Hector felt that his many years there entitled him to a certain amount and he was approaching retirement himself and he resented it bitterly. And, I am sure he felt that he was somewhat downgraded. Several things happened to poor Hector I brought in one of the most brilliant men, I think, as executive officer, Chuck Mills. I don't know if you ever knew the story of Chuck Mills

EAR Please tell it

BF He was very interesting. Chuck, in the first place, Chuck's mother was Jewish and his father was Gentile. Chuck really never cleared up in his own mind his own identity, whether he was Jewish or Gentile. He couldn't adjust himself to being a Gentile-Jew or a Jew-Gentile. He was one or the other. He had been in the State Department and apparently he had not let it be known too well that he was Jewish, half-Jewish. He was assigned to Arabia, or someplace in the State Department and they very quickly detected, being Semites themselves, that he was significantly, partly, Semitic. He had one hell of a time to the point that he finally came down with peptic ulcer and a depression. And this is a guy who had his Ph.D. in Public Administration from Wisconsin. He was really hot and he came back to this country. He got better, and he was employed in the State Department in Washington but he wanted to get out where he had bigger fields and hear was mental health that was growing and who had preceded him, Paul Cork, I believe, and gone down to the Surgeon General's office and I found out that I am a member myself of the Academy of Public Administration. I am the only M.D. member of the Academy of Public Administration, The National Academy of Public Administration. What a closed corporation they can be. Paul told me about this guy, Mills. I interviewed him and was terribly impressed with this guy and then I talked to some of my friends in Wisconsin and I was convinced he was good. Just about 2 weeks before he was to come on duty, one morning he got very faint, vomited blood and he wound up in Georgetown Hospital, George Washington Hospital. He'd had a massive hemorrhage from peptic ulcer. God, well the job we were going into was stressful and there were going to be frustrations and all of that. About a week or two later he was doing much better, looking fine and an old friend of mine, rest his soul died in the last year, a biochemist psychiatrist

BF(cont) named I. Arthur Mersky who had done a lot of work on peptic ulcer and Art was in town and I said Art would you do something for me - it is critical for the program. This guy is good but here is the story and I told him the story and I said now, I can't afford to have this guy coming down with a peptic ulcer and I better never take him at all, because I am going to have to unload a hell of a lot of work on him. I want him in charge of all the Administration, other than the technical professional part. Art went down and talked to him spent a couple of hours with him in the hospital and he came back and he said with you his ulcer will clear up. I said what about the pressure. That kind of pressure isn't going to get him. The kind of pressure that is going to get him, he says it is just like my monkeys, you restrain them, you frustrate them, you put them in an impossible situation and then you drive them to distraction. Art says you know you don't know a Jew from a Gentile. He said the fact that he is a Jew is never going to bother him here. He said that the fact that the kind of frustrations you have you share together, you don't have any personal frustrations as far as your work is concerned. Your frustrations are everybody's frustrations. And you can let it out of you. He said he will get better. Chuck came, and his ulcer cleared, he died of cancer some years later, of the liver. I don't know where it started. But anyway, he served for a number of years. Now, he was a tremendously unstable person. He would come in my office and little Mary Lou McVictor, you know she is dead to now. Little Mary Lou McVictor said she would hold her breath, he would come in the office and beat the table and scream at me, you phoney son of a bitch, he would just come unstuck. And I'd listen to him for awhile then we would talk a bit then he would go back, he was alright. He would explode to me and then he would channel all his efforts the other way. That is a long way about saying that some of these things began to change when Stan came in. I didn't realize

BF(cont) that this was retrospect, but there was a coolness. It use to be that folks would come tumbling into my office. I tried to channel as much as I could through Stan, although I always kept the door open to people. And I noticed that people didn't come not only to me but they weren't, we had a common reception room there, they didn't come to the reception room. I never learned why until after I left. Apparently, Stan cut them off. I am wondering if part of what happened to the Institute in the later, after my time, was because of people reactions to the Director. And if so, does that mean that part of what happened while I was there was their reaction to the Director? I don't know.

EAR Well, of course, it is also true that the period when you were Director was a period in which, and I want to frankly expand on this theme, and I want your comments and reaction. I think you were there, you as Bob Felix with all of the characteristics that you represent. You were a perfect match for the development of the Institute. Everything that you did I think, fit in with a new growing vital imaginative, free, open, creative effort.

BF Well, I've thought of this. You know sometimes you are in the quiet of your own chamber you can think things you don't dare think otherwise because it sounds like your too egotistical or scared or whatever it may be. But I wondered whether, call it divine providence, luck, fortuitous development or what not, but whether the reason that NIMH developed was the right guy was at the right spot at the right time.

EAR I believe that.

BF And I thought that to the point. You know I didn't have to retire when I did, I had four years to go. I made up my mind that I reached the point after I had given everything I had on that second reorganization and I was told that the NIMH was never going to go any place further as long as I was Director because

BF(cont) I had done them in. Portifield didn't loke it, Burney didn't like it, Hundley didn't like it, Margaret Peg Orangestein who I had frustrated on this thing, I ran into her at the Dupont Plaza Hotel. I came down to breakfast one morning, from some meeting and there was Peg sitting there and I went over and sat, she was sitting by herself, I sat beside her and I didn't realize that she was cool. I just never, I was oblivious to the fact, we had always been friends. And I said something about that I hadn't seen her since the old days of when we were working on the reorganization. And she looked at me and she said yes and the days a little too soon. So I knew where I stood. So I began to realize that my time was passed. It was a terribly painful thing, the most painful thing that I had ever done was to walk out of that office. There had been two things in my life that had been similar. When my mother died in '35 and I went back home and we knew that dad, we had this great big old rambling house 6 bedrooms, and there was nobody left by dad, the kids had all gone. We knew we had to move him out. My sister, brother and I got a little apartment for him and a lady that would look out for him dad was then about 75. And nothing had been moved and I had to go back first. And I remember the morning I left in the car I.. before I.. the last thing I did was started upstairs and I walked through every room of that house to fix one last time in my mind the memory of this house where I was born and brought up. I walked into the room where I was born and there was the furniture just like it was when I was born 30 some years before. Well this same thing happened on the last day of October 1964. I started at one end and I walked through every room the day before I walked through all the laboratories in the clinical center that I had planned from sketch pads through architect drawings and all. And then finally the evening of that day Lorraine came in and Grady and Barbi, the three girls, they said before you leave we just want to

BF(cont) tell you good-bye and they each gave me a kiss. And then they left and I said just leave me alone for a bit because they had agreed that they thought it would be better for me and better for them if I walked out of that office with everything in place. They would pack everything up and ship it later. I didn't know where to send it to or what it was going to be like. So I walked out of that office that night as I had done every day since I had been in that office. But I shut the door and I stood inside and I looked at all the walls and I looked out the window at the trees out the window and I walked out and I looked out there. I went to the door and it was all I could do to put my hand on the knobe. The only thing that kept me going on this was you got to go you'll hurt the Institute if you stay they have told you that, now get. So I remember I had that briefcase right over there in my hand and I opened the door and I gave one last look around and I said well so long girls, shut the door and walked out, down the elevator, got in my car, the last time I ever parked in the reserved parking place up there, and drove off. The next day I left for St. Louis not knowing a soul in town except I knew some people but I had no close friends her at all. Then to a foreign environment here I am a Protestant, high mason, 33rd. degree Mason coming to a Jesuit School as Dean, knowing that I was being hired because of what I could produce not because we were simpatico at all not knowing the culture I was coming into. Not knowing the biases and prejudices and I have had some embarassing experience because I didn't know about holy days and stuff like that and things like that. But I walked out of that office, I left some of me back there. I don't know how to say it any different.

EAR

Well Bob, I think you put it very beautifully but I want to take you back because you mentioned a couple of things now that we need to thrash out a little bit more. There are so many , so many important nuances to things and

EAR(cont) one of them I think, I want your comment, is your secretaries. You were very fortunate in the people that worked for you at all levels. But I think in many respects, especially so, in terms of your secretaries. So talk a little about them.

BF I..each secretary I had. I had observed ~~for some~~ time in operations somewhere in the organization. In case of Lorraine and Mary Lou, not in NIMH, but I knew them. When I first got there there was a girl working with Harry Adams, who ~~you never knew~~, Harry Adams committed suicide later, he is buried out at Park Lawn Cemetery. Harry Adams was my Administrative Assistant, who was Executive Officer, he was everything that had to do with budgets, money, property, travel vouchers, everything. That is when we had 14 people. And he had a girl that was brighter than hell and more as his secretary. And I observed her for awhile because I had a girl who was going to be there not long her name was Eyster. What was her first name? She was a sister to Pokey Arnold's wife. Do you remember Pokey Arnold. His wife and he are both dead now. Frances Eyster, I think her name was. Well, she was her husband was going to school or something and when he finally got through she left. I brought Ann Moore in and I told her that I wanted someone that I could absolutely rely on. That I wanted no secrets from her and I wanted to know everything that went on. That I wanted..no matter where I went, if I went to the john, I would tell her where I was so she would never be at a loss. Then I told her what I wanted I wanted her to screen calls, I wanted her to make appointments, I wanted her to run the office as far as my life was concerned. That she was a partner in the operation. That she would hear many things that should go in and stop and not come out. And this is one of the things that I picked them for. I picked..I tried to pick them for brains, for discretion and for devotion. Then I tried to treat them with warmth and well, how do you say it, I tried to treat them with

BF(cont) affectionate friendship. No hanky-panky stuff, I don't mean that. But they were just not paid employees they were part of the family and as I do my girl here, she does something nice I will go out and give her a squeeze and say that was great thank you. Never, did I.. I tried at least never to forget to tell them when they did something well because I certainly wasn't going to forget if they did something that wasn't well. Ann was with me for quite sometime. And then she married a guy who later committed suicide. And she is now I think working somewhere at the Atomic Energy Commission, or someplace. And I got Mary Lou. Now the thing I was interested in in Mary Lou was she with her handicap she was a single minded person. Smart, that gal was the smartest thing you ever saw, you probably know this. Utterly devoted, but she was a compassionate creature. I have seen some of the people like John Everhart and Seymour Kety and Veste particularly could just wrap her aoung their finger up to a point. But she was always my gal, my secretary. That hunch-back of hers, she had certain privledges of expression which came naturally to her. For instance, you know the famous story when I made Assistant Surgeon General and they bought some big flowers in and congratulated me I was now Rear Admiral, lower half. She said she couldn't see what was so dignified about being the lower half of a Rear Admiral. This was Mary Lou. She was with me for years. She took over the office. She made my reservations and if she.. she went so far that one time she couldn't get me somewhere and I said why not? Well, I can't do it there is no reservations to make. And I said what about some airline and she said I am not putting you on that airline. That is not safe, that is a little jerk-water airline and as far as I am concerned it doesn't exist. I said well I've got to get there and she said you better get a car because you are not going on that airplane. She just took me over and mothered me. But

BF(cont) all the time she was I tried to impress on her, as I did on Ann and later on Lorraine, that the program was the thing, everything was geared to the program. That my door was always open to people who wanted to see me that they should first, if possible, clear it through somebody else because I didn't have enough hours in the day to see everybody. Mary Lou finally realized that one of these days she was going to be unable to work, her back was caving in more and more she was starting to wheeze badly. So she went to work back in Pittsburgh not far from where she lived, up off the turnpike for social security. Some time before that I had been struck with this very intelligent, sharp, smooth, gal who was Paul Cork's secretary, downtown when he was Executive Officer at the Public Health Service and when I would go down to the Surgeon General or something I would drop in and chat with her and I'd asked her where she lived. She lived in Silver Spring and she.. I said isn't it hell to go clear out and back down here. Yes, I said why don't you come to NIH. She said well where is a job. I said well, this is not casual, I said I have been watching you for some time. If you really want to, my secretary is going, I had forgotten what the grade was, but I said I think I could work this through Al Sepert to get the grade up. Would you come as what I would call, not just secretary, I think she was called office manager or something, I got a better grade for her. And you are close to home and all. So she said fine, she would. So I got her, with her I got a gal who was highly intelligent, college graduate, who was an excellent. Lorraine was a lady. Now, I don't mean that the others weren't ladies, they were ladies, but Lorraine was a cultured lady, if you know what I am trying to say. She was special that way and we had reached that point in the bottom of the Institute where we needed ...Jim Shannon had such a gal, her name was Verda Retrod. He had such a gal in his office. Rod Heller had such a gal in his office in the Cancer Institute. I had to have this kind of a person.

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BF(cont) She was the official hostess, if you will, for the Director's office. And again, I had no secrets from her. She knew what was going on, she knew what the problems were and you never heard a word out of her. She had her domestic problems which had begun, and at that time she didn't know how serious they were going to be, because she ~~talk about falling~~ into something and coming out with a gold watch. She married the second time a very wealthy guy and she travels all over the world and she deserves it.

EAR I am going to get in touch with her. I really think she will have some interesting stories.

BF Oh, Lorraine, Lorraine can tell you much. When you see her tell her I send my love.

EAR Ok

BF I haven't heard from her except for Christmas cards, she always sends us - Mrs. Stokes.

EAR I did want to get that on the record because I think that that is an important part as were as you said yesterday.

BF These people were so close to me and so much a part that I would not have thought of it if you hadn't mentioned it because I just incorporated them into the situation. They were part of me, or I was part of them or something.

EAR And by extension, Bob, as I mentioned briefly last night you had other people ~~not quite that close~~ as secretaries but we had a tremendously group of gals like the Haddy Arnolds, Doris Smith.

BF Haddy Arnold, Doris Smith, Carolyn Evans

EAR Agnes Cosby

BF Aggie, I still get Christmas cards from Aggie.

EAR That was a selfless person.

BF Oh, yes. She..

- EAR And I think that's what the strength of the Institute, the devotion to what we were all trying to do went through all levels. It was certainly not just the professional people by a long shoot.
- BF Now, I don't know whether it was the growth and the time or the person or what. But under Stan and even more so under Bert I get the impressions as I talk to the people that this identity is not there.
- EAR I mean I think it is an unfortunate, sad, but inevitable part.
- BF A person like Fuller Torry would have never done under me what he did under Stan, under Bert I mean. You know Torry and some others were shooting off their mouth like this and we felt pretty upset about it. And a number of us had a lunch meeting somewhere in Boston or someplace with Bert. These were really top brass of the APA, Walter Barton, Frank Braclen, Jack Ewalt, myself Harden Branch, John Whitehorn. I organized this and we told Bert that this guy was, John Romano was another one there.
- EAR Well you know he is leaving. He is going to Alaska for a year as a General Practitioner.
- BF I hope the son-of-a-bitch freezes to death. No I don't either. God forgive me, I don't mean that. Well I hope he likes it so well he never comes back.
- EAR Ok, let's go back Bob. I really don't want to miss the opportunity this time. I hope I can come back again but I don't want to miss the opportunity to go on with some of these other things that only you know and only you can put on the record with your own insights and recollections. But could we shift again talking about people and your interactions with them. If you want to talk about something else don't hesitate to say so. But could we shift now to some of the things that happened between you and people in Congress, Hill Fogerty, and by extension people like Mike Gorman and Mary Lasker and others.

EAR(cont) It you want to leave that for later.

BF No, no any way you want to take it. Because you know what you want to cover and you know what your priorities are. Well, back of this. This is something that I got from my course in Public Health Administration at Johns Hopkins. I learned there and I found it was practically so true that if you are going to really be successful with a innovated public program. There with a program that isn't so innovated in treatment but particularly an innovated public program you got to have a broad and dedicated and active constituency. And you've got to serve that constituency. Serve them so that they owe you but you don't own them any more than you can help. This is why I stayed away from labor to a large extent because labor was.. they would do all kinds of things but they wanted paybacks so did the AMA, I stayed away from them. But I began by doing what I had done at the Institute but on a little different scale. I began to identify myself with these organizations. I became active in the American Psychiatric Association, I joined the American Psychological, The American Author Psychiatric, I became a member of the board and finally first Vice President of the National Association of Mental Health. I you look at my CV you will find that during that period of time because they had all the things I would belong to in there. There were 20 or 30 organizations in one way or another I was a member of the Council of..a member of the board of the Council in Social Work Education. I worked for years with the VNA on their board and so forth there before I came here. What I am trying to say is that I built up this kind of a constituency. I made myself selectively available to give talks. Now, I was very careful, this was a planned thing. You go back and look where I gave talks. Sure I gave them to a big meeting of the National Association of Mental Health but I also every year would give a few and everybody could understand that I couldn't give to many

BF(cont) maybe in a town of 5,000 people somewhere in Georgia, or Arizona or Maine or someplace, maybe to a small audience but I would get around that I was not just talking to "Mr. Big". Ok, in addition to this I cultivated my relationships with the regional office because these people had contacts with Congress. Then I particularly identified myself as a person that was available and chat with him to the members of the committees and there were 4 committees. There was the Appropriation Committee, sub-committee, and some of the members of the Appropriation Committee of both the House and the Senate, that was two. Then there was the ~~Subsitive~~ Committee, the labor and public welfare and I'd forgotten what the other one was called. But I made myself available to them. They would call me up, I would never forget when Melvin Leard called me and wanted to know if I would give a speech for.. in Milwaukee and I was very careful to say that I was so pleased to hear from Mr. Leard that he was so interested in mental health that he wanted me to come and explain some of these things to him. John Fogerty who ran all the year round for his job would ask me to come up and meet him up in Providence and we would do what he called pub-crawling. We would make a bunch of bars, he would meet the people there, they all knew him and he say this is my friend the great international psychiatrist Dr. Felix then he preceded to call me Bob and I'd call him John and you know they would say he is a great guy this guy he knows all these big shots. This letter that I just showed you yesterday I guess from this gal. What had happened John Fogerty, I find, as I look through this had asked me to see if I couldn't get her a fellowship. She had the qualifications there was no stretching it, I got her a fellowship and I wrote John and said I have taken care of it for you. One more chip he owed me. Number one then build a constituency, number two maintain good relations with Congress and personal relations with the key people. Now we

BF(cont) developed a little arrangement with both Hill and Fogerty. Before we went up on the hill, I think I told you this before, Fogerty for instance would call me up and say can you meet me for lunch over at the Rotunda the Rotunda was a restaurant, not very far from the capital up on Capital Hill. I would go by his office and we would go over there and he would buy a drink or two and have a meal and we would talk about what I wanted to get through. He would listen, what kind of support you got for that, I am going to have trouble with that, who can you bring in to testify. Now, don't bring in that same old crew, God damn it, now get somebody new, a big shot or I'd say I'd like to bring this in but I don't dare because I've been told by the Bureau of the Budget that I can't discuss it. Oh, he'd said the hell with it, well fine he said now lets see. Suppose I ask you so and so what you you say? And I'd start no, I don't answer that way. He said answer so and so because if you do that I will come back at you highly irritated and say you are not being responsive. I demand an answer. You look through the record and you will find time and again Fogerty has asked me a question of very gneral nature and I have given him a veiled answer and he has come back and said I have to remind you, you are talking to the Congress. You are required to be responsive, fully responsive, this is.. he bawl me out. Then I would crumble and be very cooperative.

EAR Bob, excuse me again, I don't want to interupt you but can you recall when it was when you first began to give your professional judgement budget under this kind of duress.

BF No I can't. But it was in the '50's someplace.

EAR I'll check the record.

BF But we developed this because since I couldn't talk about what I wanted to do it was either Fogerty, I think it started with Fogerty, maybe Hill.

EAR I'll check it. You go ahead.

BF But, then in my relation to Congress I found that if I could find some way to relate to them on a person to person basis, I was better off. You heard the story about the time I got the extra money for epinephrine, studies of metabolism, epinephrine for the Senate.

EAR Tell it.

BF Well this was an interesting story. Seymour Kety had felt that we ought to know more about the metabolism of epinephrine. You know if you get epinephrine, for instance, injection for a tooth you get this quivery feeling. You feel scared without being scared. You have all the reactions of being scared. Or after a frightening experience that quivery feeling you have after it from too much epinephrine. Seymour began to wonder what if this is broken down inadequately or degraded only partially. Would this account for some of what we call free floating anxiety, you have that same quivery feeling. It turned out this wasn't so but we had to chase.. it was one of the things that a negative finding was as good as a positive but we could forget about. We wanted I think it was a million a million and a half dollars for this purpose. Some of it in grants and some of it for intermural research. So I.. this was cleared that I could.. I wanted about a million a million and a half and I think I was in for \$250,00 or something. And Fogerty, I mean Hill, asked me what was this about and I said I wanted to do this study. Senator Margaret Chase Smith, I believe it was, said Dr. what is this epinephrine. Well, I said Senator Smith it is excreted by a little gland that sets one on the top of each kidney and it prepares animals, human and others, for fight or flight. She said what do you mean fight or flight, I don't understand. Well, a thought came to me. Ok, here is my chance this is the kind of thing I wait for. ~~Remind me~~

BF(cont) to tell you another story of another kind about a time when Hill and I had an interchange. I said well I think the best way to describe this, Senator, is to tell you an instant out of my life when I was a young boy. I said this is part of my juvenile delinquent youth and maybe I will have my security clearance taking away when I tell you this but I said when I was a boy out in Kansas it was considered by all young men, young fellows, kids that the most delicious watermelons were those that were plucked in the dark of the moon out of somebody's patch without their knowledge or consent. And Lester Hill said, off the record, you mean stealing watermelons? I said yes Senator, that is ~~exactly what~~ I mean. Oh yes, he said, I remember when I was a boy and Senator Thye from Minnesota talked about some of his escapades, ~~Magneson,~~ there were several of them there. And Senator Smith looked around and he said when they stole watermelons, I said south of town, this is a true incident, I said south of town right at the edge of our town was a little river, the Solomon River, you'll find it on the map. You can throw a stone across it but the bridge went across it and right across the river on the south bank there was a man named Willy Jones had a watermelon patch, he grew these commercially. So we figured he could afford one now and then. Now, I said there is one thing you should know about in my country. It was a point of honor that if you couldn't tell a ripe melon by thumping that was just tough but it was unsportsmen like to plug a melon, take a plug out, because the melon was ruined, if you didn't pick it. So you just well thump it. And they all talked about thumping melons and they would talk about it went thump, thump, not thump, thump, off the record, but they were all getting their expert opinion on just what a ripe melon thumped like. Obviously, I had them with me. So I said Willy didn't like this and Willy often watched his patch at night which made it more challenging. He was always armed with a

BF (cont) shotgun. Not this shotgun was not loaded with buckshot. He would take the buckshot out and load it with little chunks of bacon rind and rock salt, I said it would be the most agonizing thing if it hit you it would go right into your body and the sale would start to dissolve with the bacon rind. Oh yeah, they knew about bacon rind and rock salt. They knew about this, I had them right with me again. So I said the four of us we crept into his patch and we thumped out melons and we were just ready to pluck them when out in the skyline here jumped Willy we could see his gun, alright boys, stay where you are and we broke and ran and we heard this gun go bang behind us and it happened he hit nobody. I said the next thing that was in my conscious memory I was running across that bridge, I was outside that field. I said my feet seemed as though they weren't even touching the ground, the wind was whistling by my ears, I was going like I never thought I could go. I said you have to remember that my father was the village doctor, he had been President of the School Board and was at that time Mayor of the town. I was suppose to be the model of good, law-biding, God-fearing, all-American boy, youth. Which was a hard role for any kind, and one I resented quite a bit. Oh, yeah, they knew about that too, so you know. I remember the little son-of-a-bitch in my town and so forth. So, I said how did I get out of that field? This was a 3 strand high barbed wired fence, I didn't have a snag or a cut on me. Did I jump it? I don't see how I could. Because the top stran was just about chest high. I don't think I can jum that. I don't think I even in my wildest fright I would try to, but I got threw that somehow. The only way I could have done it was to hit the ground and rolled under it - cockle burrs and all. And I had cockle burrs on me. Now, I said Senator that was flight, that is what adrenalin did. Now suppose that that adrenalin wouldn't metabolize for some reason, something was wrong with my body, and this wouldn't break down to

BF(cont) metanephron. I said can you image the terrible anxious state. I said I'd just stick to the ceiling. Oh yes, she understood and others understood so I said that is, go back on the record now, I said I have explained to you Do you understand? She said yes, but she said Doctor can you do this for this small amount of money? I said no mamm. She said what did you ask for originally? I said we asked for a million and a half. She said well if you had more could you do better? And I said Senator, I have, this is what I have been authorized to ask for and I defend that budget in spirit and in letter. She said I know Doctor, but in your professional opinion could you use 5 million. I said easily Senator, easily, but I am not defending that, I am not asking for it. She said can you use 8 million. Yes, Senator, but understand that you are pushing me into a position that I don't like, I am not asking for that . I am asking for \$250,000. She said won't it take you a lot longer to get the answer? Oh yes, it will take us years longer, but we have to think about everything in the government. I am a good servant. I got 5 million dollars. The other story, which is the same sort of thing, when we were testifying, you might have even been there, in the Senate on the Community Mental Health Centers Act and we'd sat there for 3 days. I'd give the only testimony and I sat around all the time. Remember this story?

EAR Go ahead, tell it. About the shadow?

BF Yes

EAR It is going to be in there Bob. You don't have to tell that story. I think that was tops.

BF Lester Hill, or me.

EAR What was your first interaction with him? Do you recall the first time you met Lester Hill?

BF The first time I really remember him well, there ...was during the Truman administration early in the Truman, it must have been Truman, Roosevelt must have been dead by then. There had been a member of the State Department staff defending a guy named Perifoy, who died later, who came out about how diligent they were in rooting out homosexuals. And this gave McCarthy something to start on and Truman got tough and said he was going to through all the homosexuals out of the government and so forth. And I was asked by Hill, who was chairing a sub-committee then to come down and testify as to what homo-sexuals were, what we knew about it, how they got that way, what could you do about them, how dangerous were they. And I went down and he also had George Raines from the Navy and somebody else. I gave a very.. I took Kinsey..I did a lot of research.. I tried to do on all of these, you know if you can really deliver the goods they are going to ask you again. And the more they ask you the more they know you. The more they know you the more they are going to listen to you. The more they listen to you the better off you are. The better relations you have. And I gave a very frank discussion which I pointed out that the big fear in homosexuality was because of the social stigma. They could be blackmailed. That..and I told a story there about a homosexual that I had had when I was at the Coast Guard Academy, who came to me and said that he was a homosexual. He couldn't stand it, he was..this was one of the cadets. In the morning they would get up and they would go into the shower and he said here are all these gorgeous, beautiful bodies of boys and he said one of these days I am going to make a pass I am going to pat somebody's fanny or something. And I had gone to the Admiral and the Admiral said well, let's court marshal the bastard. And I said, sir, what would you do if you, a normal man as you are, were assigned to live in the SPAR's dormitory, over hear, as far as the women coast guard, and every morning you

BF(cont) had to get up and shave and bathe and do all the rest of the things you do in the morning with about 20 or 30, 20 and 25 year old gorgeous girls running around naked. He said I would go crazy. I said this poor devil is just like that except he is turned around, he can't help it. The Admiral said, old Admiral Pine, he said, by God, I never thought of it that way. It is kind of tough. He said alright, we have to get him out. I said, sir, I would suggest that we find that his skills have no place in the service and we give him an honorable discharge, not a medical discharge because he can get a pension, honorable discharge, just discharge and that is what we did. I explained all this to Hill and Hill called me back afterwards and he said Felix, you've made it very clean but he said, damn it, I can't use your testimony. He said it is so plain spoken, he said the committee understands, I understand but you said things here that I don't think we ought to put in the record. I would like you to..he said and he was apologetic, he said pardon the words, clean it up a little bit, he said your words are not offensive, but what you've said. So I went back and edited it but I said Senator if I do I am not going to change the thrust of what I am trying to say because this I feel is my obligations, this is my feeling my professional feeling. Well he was impressed. He use to talk about that, how I really gave him the low-down on homosexuality so that he understood it but he understood it so well that he didn't dare say it. Then we came up..he was interested in the Mental Health Act, he was not the Chairman. I have forgotten who was then. Then he became irritated at one time. There was an old Senator from New Mexico, Shabez, who had more damn problems in his family. He had an alcoholic wife, and an alcoholic son and Shabez himself was not the most astute guy.. He was a shrewd politician but that is about all you can say and I was getting nervous because the Chairman of the overall committee was probably one of the worst bastards I have ever known named Kenneth McKeller, Tennessee.

BF (cont) And we were having our troubles..and what would happen when McKeller would come into these meetings, these committee hearings, he would go to sleep. He would wake up in the middle of a sentence and he would swear that you said something you didn't say because he got the last half of the sentence. Then he would just chew you out and have it on the record that he was going to be sure that we didn't get an appropriation for that kind of a program. What he had gotten was the last half of the sentence. He was getting so senile that he would fall asleep. So I went to Hill and told him I was getting desperate about this and I thought that if this was the best we could do maybe I would do better going out to one of the states and doing something. And he told me he didn't recommend that. He wanted me to stay and he would do what he could to help. So I developed a very close working relationship so much so that when the big crunch came with the second reorganization came I could go to him, it is written in the conference book.

EAR Right. You had just finished talking about your relationship with Lester Hill and that he had urged you to stay. We are on now. And I had asked you about your early relationship with Hill but can we take a minute now and round out this part of it. And have you talk about Mary Lasker and Mike Gorman and any one else that was also of importance in your relationship with Congress.

BF My relationships with Mary Lasker were always friendly, sometimes warmer than others, sometimes warm because of friendship, and sometimes warm because of anger. We got along, we got along because we had to get along. I don't know what she thought of me personally. She was terribly impatient with me because I was ..I insisted from the beginning on a balanced program. So that we were doing, particularly in the area of research, but she didn't mess around with anything like demonstration programs and community services that was there and that was alright but that wasn't her bag, her cup of tea. But she couldn't see why we would waste our time on such things as psychological problems or

BF(cont) sociologic problems, why didn't we go down to the very guts of things the biochemistry of schizophrenia, get into the chemistry, genetics, physiology. She had little use for those parts of our fields which she couldn't taste, smell, feel, weight, otherwise materially analyze. On the basis that that is what you would have to come back to eventually. And I resisted this. At times, early on, she would invite me up to New York to her place on Beekman Street and she would have me for lunch and tell me about some of this work and some good people, why didn't I get going with them. When this didn't work to well she put us, through her influence with Congress, and then with the Capital at the White House, got a series of people put on the Council, Ben May, Florence Mahoney, a gal- I can't think of her name now that and each one of these people except Florence Mahoney I was able to convert before I got through. A gal from Lexington, Kentucky what was her name? She was another one of her people, Mike Gorman and so on. She always stayed in the background and worked through these people of she would try to influence the members of Congress to put pressure on me. And she would give them a list of questions to ask me at hearings. And it just happened that because of some of the friends I had I would get wind of these questions and be prepared for them. What I wanted to be careful about was not to permit this program to be pressured so that it got off with a broad base into certain disciplinary lines at the expense of others. I was perfectly willing to follow up leads. Now in my effort to do this I pulled on honor that was I didn't go gung-hoe for psychopharmacology as I should and they never let me forget that. And I never use the plea that your entitled to one honor because your not entitled to one honor in this business. One honor can be enough to undue you. But that was one that I did. Mike Gorman, as he went along and gained momentum and gained prestige became and also more success with dealing with members of Congress he became more insistent that the program go in certain ways. Now, Mike was another guy

BF(cont)

we had..I think one of the reasons why I think there was so much abrasion between us we had many things in common were much alike. He goes to the philosophy also do all the favors for the other guy but don't owe him anything. He would write speeches for Fogerty for Hill for others and give them to them to just. Mike would come out but also Mike, as I said once before, just yesterday, he was a very, he is a very bright person he is a Phi Beta Kappa. This guy, you know he puts on this Irish bricklayer kind of front. This guy is a college graduate, journalism, good writer, Phi Beta Kappa, he can quote you Shakespeare just as easily as he can quote you Captain Billy's or something. He puts on that front because that sells. Now, he would come in well ahead of time when we were putting our budget together before it went to the Bureau of the Budget. The point being there that he and I would sit down and talk about where the program should go and he with some reluctance would agree that there should be a broad base program. He was not as adamant on this as Mary Lasker was. He was always known by me and he never said it himself because he wouldn't that he was carrying out his orders although it would look as though he was his own man. He was really Mark Lasker's agent. So we would decide where the program should go, what kind of things should be stressed then we would build a budget around that. The first was down at the Bureau of the Budget it would go to the department first. It would be cut then we would come back and all that we were suppose not to do this we would bring..deal Mike in at every turn. So Mike would know where this was cut, where that was cut and where something else was cut. Then either Mike or I or both of us together would see that the Congress knew about this. So that in questioning we would get such questions as, what did you ask the department for? as oppose to what did you ask the Bureau of the Budget for? They would... this would all be done ahead of time. What did you ask the department for? What did the department allow you? What did you enter the budget with? How

BF(cont) do you justify that cut? What did the Bureau of the Budget do and so on down the line. Mike would...Mike and I would also..we had presented a front of solidarity. We weren't..we worked solidly together. We would be on panels together. The Council of Mental Health would have these conferences on mental health and we would be on the panel together. Well, that is about all I can say for Mike.

EAR Ok. Do you recall any particularly vivid instances in which either with Mary Lasker or Mike the sequence of events culminating in a budget defense or some change in program support occurred?

BF Well I mentioned psychopharmacology in which over..while I didn't feel it was the time to do it they did and the money was put in the budget and they were right and I was wrong.

EAR The other one was the GP Program.

BF The GP Program was another one. That's right. I am not sure that the way Mike wanted to do it has panned out to be the very best way. I was interested in. I wanted to see this program develop but I didn't want to see it develop quite that way.

EAR You were more in favor of it than Veste was?

BF Yes.

EAR He was very much opposed to it.

BF What I wanted , where I had my difference with Mike. I wanted to see a program developed in which people, doctors, physicians, pediatricians, and family practitioners and so forth could get sort of a continuing education course. They would come in for a month or 2 or 3 weeks then go back but we wouldn't pull them out of their field. God knows we needed obstetricians, and pediatricians, and family doctors we couldn't put them all in psychiatry. I didn't even believe

BF(cont) that all psychiatric problems had to be handled by a psychiatrist. I don't yet. So, I felt that these people should be given enough training to take care of the problems that they run into their office everyday. Mike felt that that was alright for a little bit but the big thing was to turn out a lot more psychiatrists. Then of course she ran into a problem that the kind of psychiatrist they wanted to turn out where not the same kind as I was thinking of anyhow. These were really guys who would prescribe pills and things like this which I felt was a lopsided kind of psychiatrist. So, as I remember I was trying to think. I believe we wound up with a GP Program in which we had just about both kinds.

EAR Right. We had two parts. OK I just wanted to get your... Now, you said you had gone over the budgets before hand in an informal way with Mike. Where there any other people that had this kind of prior privledge. Was Frank Braclen for example?

BF Frank Braclen because he was a member, a former member of the Council. We always went over it with the Medical Director of the APA and the Executive Secretary of the big APA.

EAR Right. The American Psychological.

BF The American Psychological.

EAR Alright, that takes us to the next major point then. That is, you wanted to talk about this I believe, the relationships with the various professional associations. And I think you worked very hard at bringing them into the picture. Do you want to talk about them a little while.

BF I felt and I still feel that the only way a program of this kind could go forward is if it stands firmly on the 3 legs: the profession, the administrator of the government and the people in general. That would be epitomized by the professional society, the NIMH staff, the Congress or the ~~NAMH, Organizations~~

BF of this kind. Now, addressing myself to the professions part I felt that a program could be no better than the degree of excellence demanded by the professionals. And I felt that the professionals if they were really going to do their job shouldn't worry about being politicians. Some of them may be politically astute, we could use them, but we use them then in a political way not as ..but only a knowledgeable politician kind of way. They should insist on excellence they should uncompromisingly insist on excellence. They should be pulled away from a position kicking and screaming. Because if they don't nobody will. This is their cord of last resort. They should constantly be alert to improvements to changes. They should give only secondary consideration to political nuances of a situation that can be ironed out at another level using some of them. But as organizations I felt and I still feel and I feel this way about the AMA and the American Psychiatric and others as organizations they shouldn't be political organizations and to the extent that they become political organizations they are going to destroy themselves as scientific and academic societies. I just don't see how they can help it. So I maintained membership in these organizations or other members of our staff did. So that within our staff, I don't know how many divisions of the APA, American Psychological were represented on our staff. There were a hell of a lot of them—from school psychology to experimental psy., social psy, developmental psy, clinical psy, you name it. The same thing was true. I was active in the psychoanalytic field but I was also active in psychiatry in the non-analytic type of psychiatry. But I felt that I was representing the second leg of the stool. The guy to carry out the laws. Now the fact that I knew^{what} the technical professional requirements would..should be was good. It gave me a bridge and gave me entry into the professional societies where I worked hard but I worked hard to influence them. I tried to

BF interpret to them as much as I could what the realities of life were concerned. For instance, sure we have to have so and so but the time is not right to ask for that now, we have just asked for so and so and we have just been turned down on so and so. Don't damn the Congressman because he didn't let.. he wouldn't sponsor so and so. This would have spoiled his political track work because he would have gotten turned down hard so he didn't do it. The same way with the so-called public societies, organizations such as the NAMH organizations of this kind. Organization of mayors, the county, organization of county or something.

EAR State and territorial.

BF No, no, I've worked with them to. But I worked with them as a fellow professional government administrator. I sincerely believed this and I tried to practice what I believe. So that I never, ever let them forget that I was the government I don't mean it in an lordly way but look guys here is what I see as Director of NIMH here is what I think we have to have and here is why. Now, I need your support, you think that this is right, what do you think..if I got a strong turn down , no that is professionally unsound I might not agree with them. But I would ask and I would follow that by maybe pulling back a little bit and then coming at them again. If you look at my track record you will find damn few things that I really firmly felt that we should do that I ever gave up on. I might back down and then win again the next year but I knew ~~from year~~ one what I wanted to do. It was a matter and I knew about the order I wanted to do it. Well, I slapped a lot of backs and attended all the meetings and all of this. Drank alot with the boys and so forth. While I was deadly serious I knew where I was going all the time and I knew where I was. And anybody thinks that they can take a program like this play it sort of a half time job or a vacation is nuts. They can't do it. This is dead serious business and it is damn hard work and you have to love it to do it.

EAR You remember a few key people in the reorganizations that you were most closely tied in with tied in with is a wrong phrase but you communicated with..Frank Braclen.

Frank Braclen, Jack Ewall and I were old friends. He was behind me a couple of years in school I knew his first born so well she use to mind the telephones

and I knew him. Of course. Frank Ebaugh, Ed Strecker in the old days, and one of my dear dear friends who was so important in the very early days has been dead for many years was Arthur Ruggles. He did so much to help us. With this older group I played a different role than I did a few years later with Ruggles with

with all of these I was a respectful younger colleague I was not a boy but a younger colleague.

I didn't sir them I called them by their first name but I always I to them first because they earned it they were good but it was Ed Strecker not Dr. Strecker and I would say yes sir and I would differ with him but I would differ with him in a restrained way ~~than I would differ~~ with Jack Ewall which I would say your nuts. In the American Psychological there people like Shako who was then ...

The same was true with nursing there were some people there in the nursing field. In nursing of course there were 2 groups, there was the hospital type institutional type nurse then there was the public health nurse interested in mental health. But we worked in social work as in psychology and in nursing through the people on our staff. Well I urged them to become active in the organization and to take roles. Milt Whitman, Warren Lamson, Handlin and all these guys and the same was true with the psychologist, and Ruth Simoneson and these in the nursing field which they did. I thought

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BF(cont) this was much better they could identify and then we would coordinate at the top level. It was the same thing with..in psychiatry except by virtue of the fact that this was my field. I suppose I may have usufruct it so that other psychiatrists didn't have the same break as if they had been psychologists or social workers but it..I was interested I wanted to plead my own case with this group which I tried to do.

EAR What did..you said that you used your very words just a moment ago. You usufruct the psychiatry. What do you think if anything is the reason that in all of the, I think I am correct, in all of the psychiatrists in NIMH you^{really} are the only one who held any really senior office in the American Psychiatric Association, certainly the only one who ever became President. They've served on various committees but no one has ever really, at NIMH, been visible.

BF I have some ideas. I am not sure I was going to say I don't know could it be because I usufruct it? Was it because, well you know, lets have the director not somebody else? Now, damn it Eli if I am going to tell you the truth I think there is more than that to it.

EAR Why don't you!

BF But I, it sound so God damn conceited, that I am not sure. I always felt that among my own field-psychiatry- uniquely I seemed to understand or to me it seemed that I knew more about the broad field about where we were going than any of the rest. This wasn't true in psychology or social work or nursing there were people who really knew it. But when I would go to the American Psychiatric and go on the council and so forth I could talk with reasonable facility about clinic programs, hospital programs, research programs, training programs, under-graduate and graduate maybe it is because a lot of it grew up through our efforts and I had lived with it. I don't know. And I was the one person in the psychiatric field with continuity. Veste^y was a trainer he didn't pretend to know anything about research. Veste was more interested in clinical

BF(cont) neurology than he was clinical psychiatry as a clinician so he was not a hot clinician in psychiatry. I was seeing patients all the time that I was Director.

EAR Curtis Sotherd

BF Curtis Sotherd. Curtis was a nice guy but Curtis didn't want any trouble. We had a guy, I can't remember what his name was, it wouldn't matter anyhow, who was a psychologist on his staff when he was Chief of the Community Services Branch and this guy was just not panning out.. He was in civil service and we felt that we wanted to remove him because he was occupying a slot and we needed the slot and he was not doing his job. I asked Curtis to write an evaluation on him, it had to be in by a certain deadline. Curtis put that in his outbox, went on vacation, didn't tell anybody so when they found that this thing was not done I had to write this evaluation and I was not close enough. But somebody had to write or it would be too late, he would get his permanent status. He challenged it on the basis that I was prejudice and I wasn't there and Dr. Sotherd had not told him anything like this.

EAR Your not talking about Joe Margol^{MAN}?

BF That's the guy. That's the guy, I had forgotten his name, I repressed that. I was furious about this because I took the heat and Joe Margol^{MAN} finally left on his accord but he, which was alright, I didn't want to persecute the guy but the idea was that if he hadn't wanted to leave we were stuck. It was all because he ducked it. That told me something about Curtis. And you go through the list, Jim Lowery, when he was with us. Of course, he left us earlier, was a community services man with a very sharp tongue who in many ways was his own worst enemy. He could say cutting things. You take folks like Bill Holister, Jim Osburg, and these people they were good.

EAR Huit

BF Bob Huit I'd known and had so much hopes for. Bob I'd known, we were together in Lexington years ago. I remember when his boy was born, Don, or something they found out he had a congenital heart. He was operated on while over at the clinical center, miraculous recovery, but all those years he lived with that. Bob didn't do the best job possible at Phoenix maybe we would have had something more permanent otherwise, but we didn't. And he just would not take initiative. He was the number 2 guy or number 3 guy and I tried to make something more out of him because he is one of the old group that I thought I knew and could lean on.

EAR Bob Stublefield was with you for awhile.

BF Bob Stublefield. Bob Stublefield had many attributes but you always knew that Bob would move somewhere else before to long, or I felt we did and it is proved up to now. Whether at Silver Hill he has found his final haven he will go a long way to get more money that may hold him there, I don't know.

EAR OK. I was going to ask you, I was going to say to get it on the record. But I think it is part of the picture. You had certain feelings of nursing which sometimes came out during the discussion of the nursing training program you had some concerns about nurses with Ph.D.'s who weren't going to be interested in carrying bedpans anymore. Would you want to talk a minute or two about that?

BF Well, you got it quite right. My feeling was that nursing, once they found out that there was a place for selective people, was striving to move out of the nursing field as nurses and going into administration. Which was leaving the field wide open for untrained people. That is why the LPN's developed like they did. And I made the crack one time and Ester Garrison pulled me up short that it was getting so bad now that when somebody said "Oh doctor come quick", he didn't know if you would get a M.D. with a stethoscope or a R.N. with a bedpan. And

BF(cont)

her reply was Doctor you have it all wrong, R.N. don't carry bedpans anymore we have other people do that for us. And I said that is exactly what I am talking about. I felt that, I could see where selected people who had administrative ability and all might very well go ahead and get graduate work in nursing administration, nursing teaching or what not. Because you needed these. But we needed nurses, trained, educated nurses to take care of patients, particularly in the psychiatric field. But there was no such thing anymore as a R.N. that is what they called the diploma school and this is said with a kind of a turn of the lip, a diploma school, so and so hospital school of nursing. As opposed to a degree school and they would take pride, the school of nursing here at St. Louis takes pride on the fact, most of the girls they turn out go into administrative positions. They don't turn out people that take care of patients, they use LPN's and people like that for that. And I think that in the end they are going to suffer because Gretchen's Law will apply here like anyplace else and people will buy the cheaper product because it is cheaper and they will find that there maybe less and less market for there expensive catalogue.

EAR

Ok, I did want to get that on the record because I remember so vividly your saying things. Lets turn to one other group because you touched on this a moment ago and that is your relationship or the relationship at NIMH with various citizens groups including the NAMH. What ~~would you want~~ to say about that.

BF

Well, there is not to much to say. I always maintained, tried to maintain close and warm relationships with the NAMH. That was about that and their local groups. I knew somebody in all of the state associations, somebody in key position. Might have been like in Michigan, Harold Webster who was the executive there when he retired he asked me to come up and give a paper. And I wound it up by saying there were 3 great Webster's, I had forgotten how I put it, Noah

BF(cont) who had the word, Daniel who had the law, and Harold who had the heart and compassion. And that is when he retired. I don't know, I served on committees but I..this was not my central passion. I worked with them. I always felt that they could be stronger and but they were all we had so I get working with them.

EAR Did you not include anyone from those groups in this small nucleus of people who were kept informed about budget developments so they could testify before Congress or didn't that come until much later.

BF It didn't come until much later. In the early days when George Stevenson was there I used him. When Bill Malamud came along I used him.

EAR But the strong people like Gerry Josephs and others who came along.

BF Oh, Gerry Josephs I could use her because she was on our council.

EAR Right, but that was much later. OK, now turning one more time you have worked to some extent closely and I guess varingly with the three Surgeon Generals Parran, Shealy and Burney. Would you want to talk, you said a few things already about Parran.

BF I came in under Cummings, served under Parran, Shealy, Burney and Terry. Terry was Surgeon General when I went out. Infact, Terry signed my distinguished service medal.

EAR Well, you said a number of things about Parran and it is pretty clear what your relationship with him was. Is there anything else you want to say about the interaction between you the NIMH and Surgeon General Parran:that you would like to talk about?

BF Parran gave me strong support. Parran was a shrewd. Parran came from the eastern shore of Maryland the Parrans are one of the great families of the eastern shore of Maryland. They are great politicians they are still Parrans over there, good Irish family. He was a shrewd politician. He was a very

BF(cont) smart man. He had..I used him to do a large account as a model dealing with Congress. Parran had aspects to his personality which I knew lurked there, that I was careful not to stimulate, which in his later years came out so unfortunately. Parran had a very cruel streak in him, which didn't show ordinarily. He was one of these people-you watch him. I can tell you 2 or 3 of them who talked, we talked about this, I think, at lunch. He talks with a soft voice, soft and gentle, watch him. Usually we talked about 2 people we know, we were like this, one dead and one not dead. Parran was like this, he could take 2 or 3 drinks fine but then he would take one more and he became cruel, very cruel. I've seen it happen several occasions, most uncomfortable. As he got older, after Carol, after his wife died he got to drinking more and more and he had a very unfortunately episode with Jim Crabtree , who was his..who had been his Deputy Surgeon General, one of his deputy's at one time and succeeded him as Dean of the School of Public Health and he just reputated him and it just broke Jim's heart. Jim died from cancer of the lung, he was really dying^{I guess} when this thing happened. But Parran was the great man with great vision. He was a pragmatist but he was a real operator in the sense that he operated in the public good. He was followed by Shealy. Shealy was much more politically oriented. Shealy was a strong person, but Shealy had a bigger feather on his arrow so that he was more sensitive to wind. He would tend to veer. Shealy was, I shouldn't talk too much like that, he was the one under whom I was made Assistant Surgeon General. But he backed me strongly. When I first went out to NIH was Director of the Cancer Institute. Is that right?

EAR I can check it.

BF I am not sure. When I first went to Washington he was Director of the Cancer

BF (cont) Institute because I remember, no lets see, I remember the night we just found out he was going to be made Surgeon General. We were at a party at Top Cottage, which has been gone for years so that was before the clinical center was built. So maybe..well anyhow Shealy and I got along very well he was followed by Burney. Burney was not a strong person, Burney was a good health officer, he had been health officer in Indiana and some other places. Burney was a stubborn person in many ways he combined two characteristics which don't go together well stubborn and timid. Maybe they do maybe you can afford to be stubborn if your timid because you don't stick your neck out to far. Had there been anybody else but Burney in at the time of the second reorganization I might have lost. But I knew my man because I worked with him when he was a two stripper and I was a one and a half stripper out in Springfield. In fact, I did a little surgery on him one time he had a trombosed hemorrhoid and I got him up on the table, incised it, and got the clot out and easied him. That is when I could still wheel a knife without being to unsure of myself. I knew that if I could get a statement out of the Congress someway I would block him for the time being. I knew further that if I insisted that they have some more committees examined this he would go along with it. And if I could get 2 committees working on the same thing they probably wouldn't come up with the same answer and they would be working at cross purposes. I had an old philosophy that Edith Carper brings out in there if you have any worry about whether you are going to succeed with something get a committee and as long as you have the committee working you have time to organize your defenses. And that worked beautifully here. Luther Terry, there is a story here that I don't know whether anybody has ever told or whether it should be told. When Burney was going out I was approached by some people on the Hill who said that they wanted..that they were pushing me for Surgeon General. I said I really didn't

BF(cont) want it. Infact, when I told Peg what I had heard she cried and said that was the last thing she wanted to see me do. Mary Lasker was infuriated by this. She was pushing Jim Watt. And it never appeared on the surface but I would get reports from a neighbor of mine who was very active at the White House, who is now dead, incidentially. I lived over in Rock Creek Hills then, it was neck and neck and neck and neck. Finally, the support was sufficiently close that, was it Eisenhower

EAR Yes

BF Had said the hell with it. Either one of these people can get a significant majority support and neither Jim nor I had done any politicing ourselves but there had been all kinds of working at the White House. Lester Hill went to the President, who I thing was Eisenhower?

EAR Yes, I am sure it was.

And he said look we have to have a Surgeon General, things are hanging on and hangin on, you have an acting Surgeon General, now look either one of these guys are.. both are great men I know them both one is the Heart Institute one is Mental Health Institute I have known them for a long time either one would be fine but you are not getting anywhere. Now, we have a man in the Heart Institute who was named from my father, a good boy from the redclay hills of Alabama, Luther Leonitis Terry. Who was brought into this world by Luther Leonitis Hill, Lester Hill's father. He is a good boy we never had a ~~Alabamian~~ in here. I would sure appreciate it if you could do this. Easy out, does a favor, old story again, you owe me I don't owe you. He does a favor for a man of the opposite party, slides right through, Hill sees to that and Terry became Surgeon General. Terry I'd known and I still know warmly and affectionately. Our lives have been crossed in so many different ways. When my sister was dying in Baltimore, dying of cancer, on the seventh floor of the Marine Hospital, Terry

BF(cont)

was Chief of Medicine. And I will never forget, I'll never forget the afternoon..the morning she was dying, she died that afternoon on 32I and I was..she was my baby sister..my only sister, she was the baby sister of 3 or 4 years younger. We had just been like twins all the years growing up. And I was pretty broken up and Luther came up and we walked out on the solarium, I remember he put his arm around my shoulder and he said Bob I would like to ask you a question. Which would you prefer, to see your sister in there dying, or to go out to Spring Grove State Hospital and see her as a deteriorated schizophrenic. And I said there is only one answer to that I'd much rather see her there. He said alright then use this constructively if you feel so strongly lets find the answer to cancer but lets find the answer to schizophrenia too. And it gave me a comfort. I remembered that. Later on he had some problems in his family and I helped him. So we had been good, dear friends but Luther Terry was no Surgeon General. As a matter of fact, Shealy was strong, not as strong as Parran but you begin with Parran after him you could see the deterioration of the Surgeon General, each one weaker than the one before. Until you get to

EAR

Stuart

BF

Yes, that is interesting I was thinking of the last one and I had forgotten that Stuart was ever Surgeon General. That's right, he was Surgeon General he was kind of weak too.

EAR

Butalás was the one

BF

Yes, he was so emasculated when he took the job that he shouldn't have taken it. But under Terry, I had reached a point then which was the sort of thing that you reach a certain plateau and you have it for a short time then things start going down. I was then, if you look at the blue book for the last year or two I was in the service I was in the top 10 ranking officers of the public

BF(cont) health service, seniority, on a linear list. I was the Assistant Surgeon General. I was the government authority in mental health, whether I was or not, that is what I was recognized. I had reached the point where I could be as crusty and crotchety as I wanted to be and I could be as blunt as I wanted to be. As a matter of fact, I was senior enough that bluntness and crotchetyness, so long as I wasn't abusive, were looked upon as signs of wisdom. It was the ancient talking and with all his background. So I played this as part of my role. I would "hurump" and all like I told Jim Shannon that I was shocked and grieved by his decision. I was sufficiently senior in my field that for a short time, 2 or 3 years, I was, one of the last of the old school elder statesman still around. Now that sort of thing works but when it is over it is all over and you...that is why I went into another area altogether. I knew this would happen, I knew this is what it would be so I would go into medical education. And I stayed away from psychiatry as far as..I would go to staff meetings, infact, I am a member of the department, infact, I am a meritus Professor of Psychiatry and also however, a meritus Professor of Community Medicine. I had been more active in ^{the} community medicine program that I had been in the psychiatry program.

EAR OK, now that takes us because of the relationships with the various Surgeon Generals as nominal if not actual Chairman of the National Advisory of Mental Health Council...I was starting to talk about the relationship of the Surgeon Generals to the Council and if you look at the minutes of the Council over the years the Surgeon Generals become less and less visible at Council meetings and the Council increasingly takes on a very interesting kind of character with you opening the meeting and giving introductory remarks and the Surgeon General, Surgeons General have gone. Parran was there for the early meetings, Shealy was there, Burney was there a couple of times and then their increasingly

EAR(cont) absent and you are, infact, not only the actual Chairman but they are not even around. I'd like to ask you on the few remaining minutes we have on this side of the tape to talk a little bit more about your relationship with the Council. How did you see this group, how did you prepare for meetings, what was some of the early highlight incidences in your mind. How did you really see them..I know and yet I would like to get it from you.

BF One think that ought to be said, you mentioned this about the Surgeons General, you have to remember that there was a continual proliferation of Councils and that man, poor devil, whoever was the Surgeon General could have spent all his time going to Council meetings and had accomplished nothing else if he had accomplished anything there. He had to rely on these people. Now that didn't mean that we didn't know if he wanted some message communicated, that now and then he would come and spend a few minutes or to deliver some, for instance, I think it was under Burney he came and talked about the reorganization. As a matter of fact there is one point that has never been brought out really yet - so far - I talked to the councilmen, they passed a resolution damning the reorganization which also had a very strong impact on Burney. The Council..I made it a point without regard to who was appointed and as time went on it became more political, more politized, I made a point to try to know each member of the Council personally to find some ground on which I could relate to that person and then to convert them. And there were damn few occasions in which I didn't. Florence Mahoney was one, her head..her mind was made up ahead of time I had no use trying for that. Mike Gorman was another one. They were about the only two that come into mind. Julius Comrole was sure he didn't like us and I had him pretty well converted and then I'd forgotten what happened at some council meeting they voted some grant of a good size in

BF(cont)

sociology or social-psychology and he was so disquisted he never came to another meeting. He thought it should all go for physiology or something. But I tried to know first, as quickly as I could, either by going back to that home community and having somebody the regional office perhaps would help with this to tell me what this person liked and didn't like and how did he get on the council, what are their political connections if it was a political appointment like Warsaw or some of these. What were their soft spots so I would know them and I would be very careful to learn this and at first meetings stay away from sensitive points if I possibly could and when I would make..give a decision or make an opinion, render an opinion for the whole council I would really be talking to this person very frequently along the line that I though would convince them most that this was a honest sincere effort that we might disagree on concepts this was not a bunch of crazy galoots. That was number one, number two every item on the agenda I was very careful to know quite well. You may remember, that I would be briefed, there would be a week or two, I would be briefed everyday by somebody on what was coming up. On the grants lets say there would be that large group which we would take on block. Every controversial grant we went over the pros and the cons, what happened if you do this, what happens if you do that, how do you want me to rule, if it comes to rule on this? I was alwasy careful that I kept myself out of the picture until a vote was taken. I think twice in all the years I was on the Council there was an absolute tie and I had to vote. And I remember there was..this was a big hilarious event, ha, ha, we smoked you out, you have to commit yourself and I voted to break the tie in each case but that was the only two times I voted. But afterwards I would either say I had a time keeping my mouth shut because I was affraid you were going to vote the other way and here is why I think this is good or when they

BF(cont) did something that had to do with training one time psychoanalytic institutes, they were going to do something with them and after they passed the vote I said you have made this recommendation, I've asked for your advice that's why you are here, I value your advice, I think that you are people who know what you are doing and I know you are honest and sincere, I think your wrong, I think your wrong as hell. I am going to follow your advice and I will sincerely try to make it work but I am going to tell you if you don't, believe me I am going to tell you. And in one instance I did and in one instance I didn't. They were righter than I was once and I was righter than they were once. But I kept this kind of a relationship, I tried to. I would, remember we use to...after they had a happy hour maybe we would all go over there as many as would and we would sit around all evening and have a happy hour. I liked, if possible, one evening to have an evening meeting. I liked it for two reasons: this gave me some expansion time so that I could use it for discussion in extension of some problem plus the fact there was an intimacy to meeting at night then we would drive them back to their hotel or motel whatever it was and we would have a chance for a drink and a chat again. It kept my relationships up with them. I wanted to be very sure and I insisted that no member of the staff try to talk a member of the council into a position by pressuring him. If you had something to explain as for instance, it might be something in psychopharmacology and Ewalt had said he wanted to get the whole story because he thought Gorman was too pushy and we would explain to him what we could. I enjoyed those council days, they were tiring we had every kind of experience from having an assassination of a President in the middle of a council meeting to meetings in which we spent a good part of our time just zipping through with nothing of any consequence.

EAR Bob, though, you said and I am sure that you are too much of a realist to believe

- EAR(cont) that the staff always followed this completely. That when you just said that the staff was not suppose to try to influence any of the council members before the fact.
- BF All I asked was that if they did they would be sure to insist that this was confidential and that the old man didn't like it. That kept me clean.
- EAR OK. But did you yourself ever use any of them before the fact to alert them to somethings that were coming up that they could take a leading role in the discretion. So that you really...
- BF But I did it..what I did I would take a person who I knew where he stood already, I wasn't trying to influence him, this is going to come out, so and so is going to say this and so and so is going to say this now, here is what we have to have if we are going to succeed and then they would take it from there.
- EAR Right. And the other source
- BF I've sat around with people
- EAR I'm sorry
- BF like Ewalt and Gorman let us say and patched a whole strategy.
- EAR And the other source of influence as you well know sometimes came from council members being approached from the outside by various grantees or others so that they came primed to talk about somethings one way or the other.
- BF Oh sure, this was obvious.
- EAR So it was an interesting kind of interplay of a whole series of if not secret agendas partially hidden agendas.
- BF But if a guy was approached by a grantee he damn well presented this only as a grantee trying to explain something that wasn't clear. Because we were all sufficiently jealous of the fact that this was a peer review.
- EAR Right.

BF That it..they weren't about to let themselves be influenced by another member of the council who was being pushed from the outside. I was just thinking, ha, this award I got at Johns Hopkins, when I was inducted last week into the Johns Hopkins University Society of Scholars. The citation said that among other things I was being cited was establishing a peer review system in mental health which was a evanescent view, they thought it was so difficult but I established a successful and working , workable peer review system in research and training in mental health.

EAR Well, I think and this will come out in the book I think one of the most important side effects of everything we did both in terms of the interplay at council meetings and the interplay at the various meetings of the various study sections and training committees was the nation wide network of communication that we established about what was going on in the field of mental health by the review of grants at the study section and training community level by the review of policy at the council meeting. You were constantly educating these people to a perspective that was never available before that time so that this really served as a means whereby we greatly facilitated the entire inter-relationship of the field through the study section meeting 3 times a year, council meetings 3 times a year.

BF And people rotating off. Before long you were getting a larger and larger coterie of sophisticated people. They knew what good research design was because they sat there hour after hour and looked at good and bad research or training. They knew what good training was and bad training was and as this became greater and greater we had more good applications. The decisions of it became harder and harder.

EAR No, I think it has not been sufficiently discussed or sufficiently emphasized

- EAR(cont) that the peer review system and the use of council..consultants was a terribly, terribly important way, not only of adding that kind of scientific prospective in judgement, but of welding the entire field.
- BF And in a way, Eli, what my plan was and I hoped it worked it was kind of a non-directive therapy. We didn't say you've got to do this or it is bad. As they saw what their peers from all over the county thought of certain kinds of projects and certain kinds of designs they began to get the idea what was good and bad. They learned together and I think this is terribly important.
- EAR Well the Council as I started to say a moment ago if you read the minutes it is interesting how the council really developed a character of its own the three day sequence of events that you chaired so well. I want to say it was almost like theatre, I don't mean that in negative sense I mean that in a very positive sense that is it was dramatic there were three acts sort to speak, you knew how the opening went. There was a plot to it. I really think it was a very important, a very important phenomenon in the totality of the Institute history and I think again it is a unique aspect of your initial.
- BF There was another thing that we talked about yesterday and I didn't say one thing that I ment to say.
- EAR Please do.
- BF But a thread ran through here, talking about training grants. You know when we go to, who was the guy, Fountain he complained among other things about the mild distribution of grants. Now, my concept was that the grants had.. there were certain grants that you would make out of largesse. But others were an expolitation of a asset and you had to keep both going. If you had an excellent program you gave them more money so that they could take more students without compromising their offering. If you had a program that was

BF (cont) not so good you would build it up, others were the largesse part where you would create them where they presently weren't. This is what Fountain wanted to get this spread around. Although Fountain's reason and my reason were quite different. Fountain thought that every state ought to get there share and what I thought was that there ought to be educational opportunities available in as many parts of the country as possible because I was convinced that alumni, by and large, the great porportion stayed within a finite radius say 2 or 300 miles of their alma-mater. And whenever you had a nucleus like that, with the exceptions of certain trans-boundery places like Harvard or maybe Columbia or maybe Stanford, with the exception of a few like that, people stayed closed to alma-mater.

EAR I think though to say a few more words about the nature of the council meetings again, it is a interesting contrast between you style and Stan. That, and I think it is also what we said before, partially a function of the organic growth of the entire Institute. And Institutions came a point where there were just too many people to attend council meetings whereas early in the day you introduced every new member of the NIMH. I remember in 1958 when I was introduced to Council as the Program Analyst coming to the training branch. Later on people could never attend council meetings where as early every professional member had his day in the sun and all of us had a chance to get up and talk to the council members. It was a tremendously important part of the year to be able to get up before a council meeting and say something about what you did. And you always had that chance early in the day. And that is the way you did it. Stan of course was totally different.

BF Even if it had been a smaller group, Stan, didn't quite see it as a important function. I felt and I still feel that there is a size beyond which a organization

BF(cont) begins to come apart. That you have a optimum size and then you have a maximum size and after that it begins to break in two and the optimum size is the size in which all of the key people can participate. And I felt and I kept pushing each fellow you got your program, your responsible for it, you get the credit for it or by the same token you get the criticism but it is your show. All I ask is that you keep this dove tailed in with others so that we don't have a whole lot of little cells vibrating independently. But it is your cell and it lives or dies by what you do. Stan ran a different kind of show. Burt runs a entirely different kind of show. Burt is politically completely politically organized, oriented and sensitized. And if it is not what the politics want that doesn't happen. And I think if anything...if I proved anything and I don't know I did. I proved that you can participate.. you have participation by your staff so everybody gets their share of what is going on without being yourself in the shadow. I think that Burt particularly, but certainly Stan, who is different act, guy from either one of the other two of us, was always affraid of being over-shadowed. I can think of some of the reasons for this in his personal family where this might be, I don't know. But I never felt that because Veste was "Mr, Training" that I was any the less the Director of NIMH in the eyes of the public. I really didn't care too much, I cared, of course, I wanted to be recognized I mean that is a normal drive but I wanted to be sure that Veste was "Mr. Training", Everhart was "Mr. Research Grants", I tried to do the same thing with Sotherd.

EAR It didn't quite happen.

BF It didn't quite happen. As a matter of fact, I finally attacked that one somewhat differently. I really decentralized that to the regions and that I had to reach his report to me while he was there and they reported to him they still knew where papa was. I was..

EAR I think you still haven't told the complete story though, Bob, while we are talking about you and Stan and Burt as to how the decision was finally made and your part in it for Stan to become your successor? There must have been other people involved. I know Jack Ewal names was mentioned at one time as a possibility from the outside. Is there anything you care to say about that?

BF Oh, you mean when I..oh, yes. Oh, well I was not a party to this, I know about some of this but I was not a party to some of it. I refused to be a party to it. I think as a matter of general principle there is nothing worse than having a person who is leaving a job designate his successor. This perpetuates..this is real in-breeding. This perpetuates all of the bad genes as well as maybe some of the good genes but sometimes the bad genes outweigh the good genes. So when I left I was asked for my suggestion and I said that I thought that Stan was quite competent to do the job. I pointed out who was Surgeon General, Terry, and I also talked to Shannon. I pointed out that nobody was perfect. That if they were picking me for the job now, they would find that I didn't qualify either. That Stan was a loner compared to me. Stan was not a good mixer. Stan had a paranoid streak in him which sometime determined his actions in a way you didn't like. Stan was not a good communicator. Stan was one of the best damn organizers you ever saw. He had a good concept of the program, you would have a good tight runed ship but they wouldn't bleed and die for him. And that you would begin to find people sluf off but you would find that anyhow. Shannon said well I think we want some big name from the outside. He said you have gotten a big name over the years and now we need a big name. So they wanted to know who some of the people were. And I said look, I won't do it that way. If you want to ask me whether a certain name would be a good person if you could get him I will tell you that but I won't nominate anybody. So they went to Barton, and I believe they asked him if he would take the job and he said no! They asked him to come up with a slate and

BF(cont) I don't know who all they asked. I know Jack Ewal because Jack told me so. I know Doug Bond because Doug said they would have to make it 50,000 instead of 25,000, no way would he do it. And I don't know who else they asked.

EAR Bob Stublefield was not in the running at that time. He had gotten somewhat visible but not enough, ha?

BF No, don't think so.

EAR OK. I do want to find out..I think...

BF I had forgotten about that. Now I'll tell you something that I had forgotten. I went on and on and they would see this one and that one and nothing would happen. Mike would call me on the phone or write, no he never wrote me, he never put in in writing. He always called me and said look our boy Stan is not going to get there he is going to get another job, you better do something. And finally, Doug had turned him down, Doug Bond, Jack Ebough had turned him down and I don't know who else. There seemed to me there was someone else they'd asked and I'd forgotten who it was. Well,

EAR Mil Greenblight?

BF I don't thing Mil Greenblight was asked. Walter Barton was I believe and somebody else.

EAR Not Dan he was too old by then.

BF No, Dan wasn't brought it. Mike called me Mike Gorman called me and said will you get in touch with Lester and tell Lester you thing this is the guy and that you really support him because if you do Lister has said that he is waiting for an endorsement from you and he will move. I had no reason to fell than Stan wouldn't be a good person, I am not sure that even yet that he wasn't a good person. He did something that I think I wouldn't have done at all, I would never have gone for a separate bureau.

BF(cont) Everybody said that I was moving in that direction. I was not I was moving to keep it together but not to make a separate bureau. The minute they moved...let me go back I'll tell you. I called Lester Hill and told him that I would unequivocally support Stan. He said fine thats the way you feel, we would take it from there and Stan was appointed. Stan began to move toward a separate bureau and I cautioned against it. I said you are too damn vulnerable. As one of the Institutes of the National Institutes of Health you have built in strengths and mutual support. I said the same thing when I heard they were going to do it to cancer and if they had done it to cancer, cancer would have fallen too. What happened to NIMH, it grew and grew and finally grew out of its place in the constellation or forced its way out. Then it set out here by itself. And it grew and grew and began to break apart. Now, we'd had two break offs while I was there and I could see what would happen if we got too big. We had neurology coming off and we had Kety's Institute, both split off from us. And I could see where this was going in the way of alcohol and drug addiction, probably criminology and I don't know where from there. So, I suggested that they concentrate on keeping this together and part of NIH so you could interchange. They didn't do it. As soon as this happened then they let it run for a short time until it was gone to the point that they were no longer getting any kind of built in support from NIH. Then they moved in and they split it three ways, at least the alcohol, drug addiction and mental health.

EAR Bob, of course you know that happened even before with the so called

EAR(cont) which was a previous arrangement.

BF Thats right. Thats right. And the fact I think that shows they could have played it differently if they had started differently they never were able to get rid of the mental health name. At the NIMH now is not was the NIMH was.

EAR No, no thats true. OK, so I'll have to pursue further because I think there is some interesting stories about how Stan finally got the job. And I am sure he was trying very hard to get it himself.

BF I understand afterwards, that he was campaigning. I dodn't know. You see, I deliberately, when I was getting ready to retire, and I knew that I had to go and this was hard enough. I knew that I was going to have to get very far away, so far away that it would take me a good part of a day to get back unless I flew. They wanted me to take the Deanship of the new medical school at the University of Connecticut. I turned that down, that was too close. It was at Hartford. They wanted me to take over Butler Hospital in Providence and they wanted me to take over the Deanship of the new medical school set up at the University of Rhode Island, not University of Rhode Island but Brown. And I went up aand looked at that. Well, that was a depressing place. I had had some work their earlier, as I told you yesterday, and I knew Providence pretty well. But someone said well, to but it kindly said one person, Providence matured a long time ago, and it sure has. So here came this job way out west, I could be so far away that they...I wouldn't hear too much about it. This is the only way I could tolerate it. Had I been back there I might have said something that might have

BF(cont) unpopular. I had to get away from it.

EAR Well, I had a final question here which I was going to save for the very, very end Bob but you have just given me a perfect entre for it so let me bring it in now and that is. If, it is one of these "iffy" questions, If you had to do it all over again what are some of the things you think you might have done differently? What are you proudest of? And what do you feel is your greatest disappointment?

BF I'm proudest, I believe, of developing a peersreview system or having a role to play in a peer review system in a very evanescent kind of a field like mental health which is so multi-discipline. Which worked, through which I brought together, I say "I" as I did it, the role I played, whatever it was. People from a variety of discipline some of them rather disparate, because there is not a hell of a lot in common between a cultural anthropologist and a cell biologist. And yet they worked together, and they worked together for a common purpose. That is my proudest thing. My greatest failure, was in not getting the mental health center's program off the ground better before I left. And now they are talking about it as though it is demonstration. That was never intended as a demonstration, it was never defended as a demonstration.

EAR Right, that's true.

BF I don't know whether I can take any blame for it or not but I have a feeling of sadness and defeat over what's happened to NIMH. I don't know whether Brown, Bert Brown has just accepted the inevitable because that is better than nothing or whether it could have been prevented somewhat, I don't know. I don't know. But I think there

BF(cont) was a grave mistake made whne we pulled it out of NIH.

EAR Are there any things you think, again, one of these questions that are very difficult to answer but at least you get a little of your thinking on it. Is there anything that you would have done differently? You say that we in the mental health centers program a disappointment. What are some of the things that you might have done differently now in that respect, other than that? Does anything come to mind. If it is to "iffy" don't bother.

BF I can't, you see this is a hell of a thing to ask a guy. If I say nothing that means that I did everything just as I intended it and I don't mean that I just...nothing comes to mind now that is major significance. I had a program laid out and I tried to follow it. I don't know if I had to do it over again what I would do different!

EAR Don't struggle with it, Bob. I thought maybe if it stimulated something fine, if not, not. What I would suggest is that we stop at this point and give you a chance to relax. I would like to come back after we meet again after your meeting or whenever we can get back again. Talk a little bit more about the joint commission because in a real sense that is the precursor to the community mental health centers legislation in avvery interesting kind of way. And how the joint commission got started? What some of the problems were? The discussions that took place when the report was finally written and some of that background information. And then after that I have a whole series of very specific questions on a whole host of things.

BF You know what the very seminole idea was from which the joint commission came about was Kenneth Apple's Presidential address. And if you have a book In Directions in American Psychiatry 1940-1968, those are the Presidential addresses and the biographies of the Presidents up to and through Brosin in the second century.

EAR I'll have to get a copy of that

BF And in this you will find Apple's and Apple's presentation contains the recommendation for a new study. Change of concepts of nature, it was one of the greatest statesmenlike presidential addresses. I can say because mine was rather pedistrian, I think.

EAR Yours was the great stethoscope speech.

BF That's right. He talked about a second Flexner report here someplace. You'll have to read it, I don't know where..

EAR Ok, I'll find it.

BF But if you'll ge the APA, should still have it, it was sold by the APA. This is a commerative volume on the 125th. anniversary of the American Psyciatric Association and you will find Kenneth Apple's address. It is on page, begins on page 129 of that.

EAR OK, I'll get it verygood. That is how it all started?'54-'53?

BF '53-'54. It was in '54. He was President in '53-'54. This incidentially is an interesting book if you want to know something because you will be interested in how much NIMH played a role they play from Strecker on, 1944 he was President and it is a tremendously interesting volume. It started there and then it sort of germinated for awhile, justated for while and then Dan Blain pikced it up and got a joint resolution introduced into Congress to set up this joint commission. After we had...I wasn't sure that that was

BF(cont) the best way to go about it, as it turned out, it game out alright but I wasn't to sure that that was where the money should be spent but that is what they were going to do and that is what they did. But the way it was set up it was decided that this would be administered by the NIMH and that there would be one grant made, it coulbe be to a consortium of organizations not necessarily one organization but one grant, they weren't going to make it a lot of little grants, one major grant. And on the basis of this they organized the joint commission on mental illness and health as a corporation. Some interesting things happened there. Organized moved in with big clout and they damn near wrecked it. The American Medical Association they had to have five votes out of whatever the total number was and the American Psychiatric had to have five votes. That was 10 votes out of a total of 25 or something like that. Then the American Psychological, which is as..was twice as big as the American Psychiatric got one vote, I think maybe two.

EAR Yes, right.

BF And other organizations similiar. This created a lot of bitterness. Then they set up an Executive Committee such that the majority vote was the AMA and the APA voted together could out vote everybody, if they voted in a solid block. Then they got Jack Ebaugh, which was a good thing because Jack is nobodys creature. He is Jack Ebaugh's creature. And I don't always go along with these ideas but I respect him for his independence and he is a brilliant guy. He set up the study. Well, as it went along Jack would come down to see me from time to time and finally Jack gave me a

BF(cont) draft of the final report the.. what was it called?

EAR Action for Mental Health.

BF Action for Mental Health. And I read that and I began to realize what they were going to recommend. This was the old State Hospital thing again, just a perpetuation of that. Give us enough money so we can hire enough people and will get them well in the hospital and we will take care of the rest after that but lets not worry about the rest of the stuff until we take care of the hospitals.. And I knew , I'd learned long since that that won't work. That is just not the way to go about it. I went down to see Rufus Miles and I showed him what the problem was and I said when this thing comes in, Congress is going to ask us for our..this will go to the Congress I believe they were the prime..they ordered it, copies to the Secretary, to the President and so forth but it was addressed to the Congress of the United States. We are going to be asked for our reaction. I said I think somebody ought to get to Kennedy and point out that we have a position, I think we better settle on what our position is and move there. I told him that I thought this was a great opportunity to really bring the community into it. And do you ever stop to realize, Eli, that I believe this was almost the first program that was community oriented like the HMO's and all the rest of them. We were back there in 19 whatever that year. 1961.

EAR

BF 1961 before all of this other started. And I can still see us. We were sitting in my office in building 31, I remember that coffee table there in the corner, talking about how to do this. Rufus had stopped by on his way downtown in the morning. Rufus was

BF(cont) interested in mental health. His wife had been an officer in the Montgomery County Mental Health Association. And Rufus was quite interested. So we went. he and I went together to see Fulsume, who was secretary, Fulsume caught it very quickly he was a sharp. Come in..... Well as I said before we were interrupted, we went to see Fulsume and I had pointed out that I felt that the data which was the back up material for the final volume were good. The work of Maria Hodor and I've forgotten who else.

EAR George Albie.

BF GEorge Albie and all these. This was good. It was all that we could have had, we could have used more if we could have gotten it, but it was exactly what we wanted to back up our position. But we were never going to get anywhere if we just continued to take care of the patients in the hospitals. No matter how well we did it. We had to do something else. And I pointed out that I thought that with the advent of some of the new drugs and things that were coming along, we were going to see some changes. So apparently he got to the President and the President appointed a committee made up of Secretary of HEW Chairman, Secretary of Labor, Administrator of Veteran Affairs, somebody from the Council of Economic Advisors, and the Bureau of the Budget. I think those were the ones. Now it was interesting who the Secretary of Labor sent his Assistant Secretary, Pat Monahan.

EAR Do you know that Stan is asking about that and he says he doesn't remember it.

BF Oh, my God. I remember Pat so well for there and I have run into

BF(cont) him since. He got an honorary degree here a couple...three years ago and I had a nice long talk with him. Of course, he is now going to be our Ambassador to the U.N. Pat Monahan,

EAR Rashe Fine

BF Rashe Fine for the Council of Economic Advisors, that guy that had a stammer from the Bureau of the Budget. Oh, God, I can see his face. He was a fellow interested in mental health. He was a conservative, as they all had to be at the Bureau of the Budget but he wasn't, but he wasn't bad. Then when you got him away from his clan he was particularly good. What the devil was that guys name?

EAR You don't mean the young Bob Atwell?

BF Oh, no, no, no. Bob Atwell was on our staff by then. No he wasn't, he came with us later. Bob Atwell was working with us. That was not this guy..he was an older person, quite a bit older.

EAR You don't mean Mike March?

BF March, Mike March he didn't stammer another guy..or did he stammer?

EAR I don't know.

BF No, it was another guy who stammered, Mike March he was the guy. And I have forgotten who represented the V.A. now.

EAR I don't remember either and Stan can't remember. And of course, it was Bofalete Jones

EAR Bo Jones from our place and Rufus chaired it for. I don't know why Rufus was there but he was there in all of these. And we before this somewhere and I think maybe at home I have it somewhere if I know where. You probably have them. Where in the devil it would be I don't know.

EAR What are you referring to?

BF Position paper.

EAR Yes, I have one.

BF I don't know where it is?

EAR On the joint commission.

BF Yeah, I remember seeing that sometime in the last year. It was a fairly good size volume.

EAR I left it home, I have it.

BF Well, it is about so thick. About a inch and a half to two inches thick.

EAR Right, I have it.

BF Position paper we wrote and that is where we took off. We beted this back and forth and again this is one of those things where we talk about the crossroads of fate. The people selected for that committee was just the right people and I don't think this was premediated because I don't think anybody had enough idea other than some of us at NIMH where we were going. But Rufus knew what we were talking about. Pat Monahan caught it right now, he is human being oriented. March, Mike March knew and we went through this group and I can't think who was in the V.A. Now I know but I can't tell you his name. No, wonder because, I'm glad I can't think of his name, I wouldn't want it on the record. He is a guy, the kind of pimply faced and just always faded into the woodwork.

EAR Yeah, Stan can't even remember.

Well, I know who he is now and I have seen him around there every once in awhile. But he just sort of fades in the woodwork. He kept his mouth shut and didn't say much. And we gradually evolved

BF(cont) out of that the report to the President which he bought and then I don't know who, by this time Mike Feldman was over in the White House, was one of the counselors to the President. And he was delighted with this report and he was the one that we dealt with. I use to go over to his office at the White House, talk about this and he wrote the President's message on mental health. The first Presidential message on mental health. That's it, that's it, that's it, this is it - The National Institute of Mental Health, Position Paper on the report of the Joint Commission on Mental Health and Illness. God...

EAR Carries you back.

BF It not only carries me back but I have that strange feeling of a father who sees one of his children years later, when the child did pretty well and you think maybe all that sweat and worry about rearing it wasn't so bad. That is a good document, Eli, it is a good document still. "Prevention should be given the highest priority in this effort" says our President, on page 9. I am not going to read it through.

EAR Ok, you should, I'll just refresh your memory since you mentioned Mike March is a positive way. I want you to know that for quite some time Mike March was the bane of my existence, because I had to come up with all those manpower figures between systems that they had.....

BF Oh, Mike was not a unmixed blessing.

EAR No, he was the guy who scuttled Jim Forrestol, you know that was his famous, famous, background, that he had been the budget officer when Forrestol first became the Department of Defense head, the

- EAR (cont) first Department of Defense head. And Mike March made his name by making Forrestal back down on his first budget. So he was a tough cookie.
- BF Oh he was a tough cookie. He was a cold-blooded cookie. We made one convert out of that who came with us and that was Emory Fairbe.
- EAR Yes right and Bob Atwell.
- BF And Bob Atwell too. Yes Bob was working with us on that.
- EAR Those were interesting times.
- BF Those were interesting times.
- EAR I wish we had some of the minutes of those meetings with Bo Jones. And of course isn't that the time though when you gave Stan some responsibilities for coordinating all the task forces and Bert Brown came and we were all working like mad.
- BF This was what year '60?
- EAR Well this was '62 and through early '63. Because the President's message was on February 5, '63. So it was really late '61 and early '62.
- BF When was the reorganization of the Public Health Service?
- EAR 1960 was the Huntley Report.
- BF Well I thought so because there is something sticking in my mind and I can't get it sorted out chronologically. But there comes to me a deshavou. I have just experienced just now a feeling when you talked about these meetings that I had so often and that was I was there and I was fighting hard but I was already disengaging. I knew that I was going and I did leave within 18 months. I hadn't said anything to anybody except Peg and I

BF(cont) talked it over and we knew that now the time had come and that I wasn't going to...this was my last big effort and I was affraid that it might be scuttled by the Public Health Service because of their feeling over the reorganization because this strengthened my position.

EAR Right.

BF Am I am not sure that I got a great deal of tremendous support from the Public Health Service on this. I remember mobilizing all our resources from the outside and I knew one damn thing I had to do was get the joint commission people behind me. And I had gone counter to them. So I got a hold of Jack and I put it on a pragmatic basis, Jack- a great idea, this is fine, but God damn it, rub that out, dog-done-it - it won't work, not now! We have to come up with some package, they've got to have a new mouse trap and here is what we can do. He bought it. I said we can talk about this but this other has to go along to. We got him and we swung over 2 or 3 of the others and then I knew since we had those and we got Mike sold we could move right from there to the White House and it didn't matter what said. Because I had the public health service boxed. Bo Jones and Rufus Miles both agreed. Wilbur Cohen was in this picture somewhere. Because I went down and talked to Wilbus in his office one time. Was he under-secretary at that time?

EAR I think he was, yes.

BF He was around there because I remember going down and talking to Wilbus and he got it..he got the idea. I was just as busy as I could be doing my...going from door to door. But the feeling of deshavou came from the fact that all brings back that feeling of sadness that

Bf(cont) you can't know unless you've done it. I had it.. the most acute form the day I said good-bye and walked out of that office. But it was coming then. Here I was still working and this was going on. I remember a funny thought I use to have, how does one feel, this is morbid but, how does one feel when one is going to die and they realize that today all these people moving around tomorrow they won't exist because I won't exist and the whole world exists because of me. Therefore, they won't be here...yet they will be here, yeah, you know. And I thought it is the same thing, here I am working with this, very soon I will not be here, how can it go on! I mean I gave it birth I brought it... how can it go on? That is when I realized that I had to get far away or I wouldn't be able to keep my hands off it. It was hard enough far away because I would have people call me, do you know so and so is happening, do you know such and such went on at the NIMH, what are you going to do about it? I was asked by Congressmen so and so, what does Felix think of this? And I remember I use to say "just figure Felix is dead." I said if I were taking that job and my predecessor came in with his dead hand trying to steer me I would be so furious I would tell him to either give it to him or give it to me but don't give it to both of us. I said the man they have is competent, capable, he doesn't do it my way just like the new Dean down here at the Medical School, 39 years old. I left at 70 he is 39 now God knows he has ideas that I don't have. He is bright he is capable. He is just a magnificent guy, a kid, my God he could be my grandson. 39,49,59,69 he is 32 years younger than I am right now at 71. I stayed away, I don't even go down there. I wasn't going to go this

BF(cont) meeting today. It is going to be at the Student Union so I can do that but I wouldn't have gone to the Medical School. This is the same way I felt about this and this is why I am having so much trouble, Eli, with some of this I am telling you. I have some strong feelings.

EAR Sure, sure

BF But I am the old goat that they didn't do it just my way and damn it that doesn't mean that they didn't do it better and I am just not going to let my old "fuddy-duddy" biases creep into any kind of an oral history. I don't think it is right. Come in.....

EAR Ok, we want to finish the side. I am sure that when I get home or later on I am going to want to come back and see you again.

BF Love to have you.

EAR But I think this has been fantastic and I am sure it is going to be very useful. OK these really are.. there is no rhyme or reason in the sequence except that they are chronological from the standpoint of material that I picked out of the council minutes that I had. In the first council meeting a technical library "was to be developed to be the outstanding psychiatric library not only in this country but in the world" to the best of my knowledge we never did that did we?

BF We started it, as a matter of fact I did some interesting things. Some where I got a hold of.. where was.. somebodys library or something and I got as nearly a complete file that I could get of the American Journal of Psychiatry and its predecessor The American Journal of Insanity from July 1, 1844. Yes, we had a library, where did we have that, downtown we had it someplace.

BF(cont) We had it someplace in T-6. I don't remember where we had it.

EAR But it didn't get to be...

BF No, what we finally did. We had a very significant library.

We had the beginnings of it. Someone, Sam Wortis or John Whitehorn or someone had said it was the most well rounded nuclear library in mental health that they knew of. When we went to NIH moved out we kept this for ourselves someplace. Damn it I don't remember where but we had it. I remember standing in the stacks and looking at looking at them. Then we finally on pressure for space and economy and better utilization of government property, we blended this with the NIH library and it is now all that is over in the clinical center library, I suppose.

EAR OK. I'll double check on that. Now, let me get straight the strict crinology and details on this very interesting little Greenwood Foundation Grant. Council met, the first Council on in August of 1946. And then met again in January of '47. At that second meeting in January of '47. You said that the Greenwood Foundation would give \$15,000 for expenses of the council meetings. Who paid for the first council meeting?

BF Well you know that is interesting, I don't know. I thought Greenwood paid for the very first.

EAR Well you didn't mention it until January '47. Now, maybe that was a subtle little statement and in fact you already nailed it down and they had already paid for it.

BF Maybe, maybe they had agreed. I hadn't gotten the check yet. I don't know. But now I can be wrong but all the history we given and all the testimony I have given on it was that I got the money

BF(cont) for the first council meeting because we had no appropriation, that was the idea.

EAR I know and.....

BF And I still think that is right. That could have been a slip on the part of the person who took the minutes to.

EAR It could be

BF That what they should have said was that the Greenwood Foundation supported the first meeting.

EAR Right, yeah. Well I would like for my own sense of being an immaculate precise historian would like to be able to say that the history said that the Greenwood Foundation paid for the very beginning but on further examination someone else paid for the first meeting and the Greenwood didn't pay for the second. I'll double check. I just really...

BF I don't know where you would find that out.

EAR Well, I am going to try.

BF You didn't report..they didn't report foundation gifts to the government in those early days.

EAR No, but maybe Joe would remember or someone.

BF Joe may remember.

EAR Or Hector

BF Hector, yes.

EAR Yes, I'll check.

BF Hector might be the very best source.

EAR Ok, I'll check. OK now totally different as I say this is hop, skip and jump all over. In 1948, 8% overhead was discussed for research grants, as well as training grants. 8% is a very funny

EAR(cont) figure. Do you recall where the 8% as a precise figure came from?

BF No, it was a negotiated figure.

EAR I see.

BF We started out..the government...the philosophy originally was look these schools want to do research and they can't do it because they don't have any money. They ought to be just damn glad that we got some money and be thankful for it and go and take it and go use it. As a matter of fact, in the field of training this was the philosophy for some time. Training is your business and therefore, we are just helping you do your business. Don't ask us to pay for the overhead on it, that your going to have the overhead just the same anyhow. We changed that in time too. Then it seems to me there was some small overhead figure originally like 4% or something. I don't remember.

EAR It is not mentioned...

BF Then 8% maybe this was the first and Fogerty and some others were kind of outraged. They thought this was way too much. They were haveing to subsidize...first they had to subsidize together and they had to pay to subsidize. There was a strong pressure on the part of John Romano and some others to show how much research was costing and they wanted 100% overhead. Well they were told get out of town, we can't even talk to you. So it held at 8% for a long time. Why 8% it was just a figure that they could agree on that nobody would nobody...half of them thought it was too much the other half thought it wasn't enough. So it was just right.

EAR OK, it is a interesting figure because one would say, well 5%, 10%

EAR(cont) and then make it 8%. And as you said a moment ago 8% actually remained the figure for training grants and still is. It is still 8%. For research grants it is now negotiated, as you know. OK, now, a very interesting sequence of differences as you know better than anybody developed in the manner in which we ran our program at NIMH vs. NIH. And one of the early differences comes out in a brief discussion in the May 1948 council minutes about summer salaries. The National Advisory Health Council was opposed to summer salaries. The National Advisory Health Council was in favor and they passed a resolution saying that we at NIMH should pay summer salaries. Did that have any repercussions in relationship to your interaction with NIH or was it too early?

BF It was too early.

EAR OK

BF I believe back then we were in NIH.

EAR No, you weren't

BF But, and I don't even know whether we were able to pay summer salaries, even though we passed a resolution. Because the Surgeon General considered the National Advisory Health Council as the premiere council. It was a Supreme Court, it was the council's council and if they said no, he may well have said, and I don't recall, I just don't remember, but it could be that we didn't get to pay it. But there was no repercussion.

EAR But I am going to check. But it is interesting that even way back then NIMH took the liberal position, the forward looking position in opposition to whatever...

BF I remember we were accused of being crazy, wild-eyed which showed

BF(cont) our lack of experience. We should have...they wanted us to turn over all of our this sort of a thing to NIH which had years of experience, something like 3 or 4.

EAR Right. Well, that reminds me I must get to talk to Ernest Allen. Because I think Ernest has been in this picture..incidentally, a minor little note and I want you to say something about Allen Greg and a little bit more or all the people and way back then he probably is as important.....

BF I can tell you some things about him.

EAR Oh, I do want to hear that and maybe for now. Ernest Allen apparently, was the one who pushed Phil Sapear to you to take John Everharts place. They were good friends.

BF That's right.

EAR Because Ernest, of course, had the same kind of background. A doctorate degree.

BF That's right.

EAR And I didn't realize, even though I had many interactions with Ernest myself and he really was a good guy to work with. He really, he sometimes he was kind of conservative about things but he really tried to get things done and tried to consiliate where you needed consiliation and I think he was a friend of NIMH.

BF He always was. Ernest Allen had his start in the B.D. Division as Administrative Assistant. He had a baccalaureate degree, I think, for memory.

EAR He had been an English teacher.

BF Was something, I don't know what it was. His...~~the Dr. of Dr.~~ Allen is SCD on and as soon as he got that he called himself

BF(cont) Dr. Allen, which is alright. You're entitled to do it, I never heard of it done really before, but that is alright.

EAR But that is why he was helping Phil because they were birds of a feather.

BF I can tell you the spot where ...we were..Do you remember T-6?

EAR Of course.

BF Do you remember at the far end, the end farthest away from Wisconsin Ave. At each end there were some stairs that went up, concrete stairs with iron pipe kind of railing. We had come down the stairs and he mentioned this on the way down from the second floor to the first. And we stopped at the foot of the stairs and he put his hand on my arm and he said I want to finish this before we get out into the corridor, will meet somebody. And when we came down there was a door that went out from there outside, I remember. And he told me about how good Phil was and did I realize how good he was and that I couldn't do better outside. I had loyalty, I had experience, I had all the rest and I said I agree. I said what will happen if I propose him he said I'll push for it. And I said alright I'll do it.

EAR Well, Phil knew this and of course, as I said I told you the story about his dinner with Allan Greg. And I gather that came up after you were then exploring. Talk about Allan Greg....

BF Allan was one of the great statesmen of that time. He became intrigued with the program before he came on the council. He was not on the original council. He used to..here was a kind of things he would spend his life in--developing help...medical education and research and so forth. He could come down to see me

BF(cont) and I got to know him quite well. Allen would come out to my house. We would get a bottle of burbon-a piece-and we would sit down on a couple of chairs, I can still see us in the living room, some ice on the side and we would..there had been nights that we would talk to morning until the sun came up about everything and how we should go. And Allen said don't let them get pushy, don't let them call the shots, that is the staff. Be sure that the staff stays non-directive you can say no. He said remember the tactful words, Dear Professor Jones, I have nothing but praise for your project. I quoted that one time he said you bastard don't tell that on me. Allen could make his point with a story and he was like Alvin Barkley was. You may ..I have probably have told you Allen's favorite story, one time when I was sure that everything was going to go to hell and I wanted to push in and do something and Allen says you remind me of the guy that was dashing down, he wanted to get over to Staen Island from the Battery. And he came dashing down just as he got at the foot of the ramp there at the Battery and there was the Staten Island Ferry it was about a foot and a half to two feet away from the shore and he threw his bag aboard and gave a big leap and landed aboard down on the deck, tore his pants he said. Well, thank God I made it. And the deck hand said what is the matter with you Mack, we are coming in, not going out. I've always remember that story, that is the kind of story that he would tell. He is the one who such afforisms as nothing succeeds ^{like} successors. This sort of thing. He would tell me I'd been at so and so and I got this kind of complaint. Now, I don't know whether it is true or not, you follow through.

BF(cont) He counseled and I wanted so badly to do it, I never could get it through. He wanted us to establish what he called..what they have at Oxford or Cambridge or both- school leaving fellowships. You know what they are, you know what I am trying to say. That money enough so that lets say out of a three or four year research fellowship a person would have to spend one year elsewhere in some other place. This was called a school leaving fellowship. I could never get it through the Bureau of the Budget.

EAR What year was this? This was after '46?

BF This was in. When was the Mental Health Act passed?

EAR '46.

BF Well then it was in '47, 8-9 along in there. And after he was on the council he would still come in and I would meet him at the Cosmos Club for diner. We would spend hours when he would tell me.. talk to me about what..how he thought it should go. I have never known a person who was such a wealth of wisdom, such a sense of humor, such a tolerance and compassion for the foveals of mankind. Such vision, such a hard-boiled gentle person.

EAR Yes, so this is one of the important inputs that never officially appeared.

BF Allan Greg did more to shape my philosophy and policies that came out of that philosophy of grants. As he said he was going to try to make a philanthropoid out of me. A philanthropoid is not a philanthropist. A philanthropist is a guy who has the money and gives it. A philanthropoid is a person like a philanthropist, they give the money but it is somebody elses money that they give.

EAR OK, alright. Another interesting early phase of the NIMH individuality

EAR(cont) the council in May 1948 discussed paying for publishing a book. And there was a great... that is publication cost and there was a great deal of discussion about that. Some people said no, and some people said yes. And the council in its wisdom decided that each project that came in would be treated individually. In other words not a blanket yes, not a blanket no. But it is one of the early phases in which the council really showed what kind of deliberation about things that were so conscientious and thoughtful about what to do, these are a certain policy and that is interesting.

BF You see, Eli, we were aware that we were forging new weapons. We were building new roads. You could say well the NIH was there before you but the NIH was different. Ours had a much broader front. We were in areas that had never been in before that many part of the public health service didn't think were respectable like sociology and psychology and whoever heard of research in nursing or in social case work or something like this. So, we had to bring desperate ideas and despeatate disciplines together and we had to do it by compromise by negotiation, by long tempers, instead of short tempers. Nobody else had this problem. If you were dealing with microbiology you were dealing with microbiologist. If you were dealing with chemists you were dealing with chemists. And no self respect to chemists they had nothing to do with mental health in those days. But if you were dealing with the impact of society on mental health, you know, what in the hell is this doing in a health organization.

EAR Well, I think that essence is....

BF And we were probably were..I think it was fortuitous that we started

BF(cont) outside of the NIH. We had things established and once we get out there and they began to raise their eyebrows I said my God, we have been doing this for years, several years.

EAR OK, in May 1948 a quote "commission on lobotomy" was recommended do you recall that and what can you say about that.

BF I just remember that there was such. There was a guy who was a professor of anatomy at Columbia some name like Mettler.

EAR Yes, that is right, Fred Mettler.

BF Fred Mettler, I remember only that he was bright and the most profane man I have ever heard. He couldn't say three words without cursing. But he was bright as the devil. Now, he was introduced in lobotomy, primarily from the point of view of brain function. And he...it is hazy Eli, but it seems to me we made him a grant to set up this commission and he did a study and there was a report.

EAR OK, I'll check it.

BF And this report.....

EAR OK we were talking about Fred Mettler.

BF The changes after lobotomy as he found it were subtle. There was some gentling of the person. He could find no intellectual deficit. The only thing he found was a ...there was statistically significant was a statistically significant less ability to properly run the fortius maze. And but I don't remember anything more, I don't know what happened except that on the basis of this we decided that we weren't going to endorse lobotomies. But why I can't tell you. I just remember that and that prejudice stuck with me, if it is a prejudice to this day. I just defeated.. helped

BF(cont) to keep them from during lobomoties at the state hospital here in Missouri. While I was on the mental health commission.

EAR In December 1949 the National Film Board was endorsed. Now, tell me that story.

BF Alberta Altman she was then, Alberta Jacoby she is now. By that time was she off our staff, I wonder? Yes, and this was a project of hers; now she gathered around here some of the psychiatrists, MO Kaufman, Tom Renny, Howard Rone, I don't know who else Harvey Tompkins, Dane Blain I have forgotten. And they were going to put out educational films on mental health. We had put out a film at NIMH which wasn't a bad film, by-golly, did you ever see Preface to a Life?

EAR Yes, it was a very good film..

BF And then there was another one we put out on aging. Which wasn't bad. I can't think of the name of that one. But I remember the opening words of the second one were the thoughts of the old are long long thoughts , those were the opening words in that so she organized and incorporated the National mental Health Film Board which was an organization which would contract with states or other organizations to produce mental health films on order and according to their design or specifications. And she did put out a number of very good ones. I don't know what happened to it beyond that.

EAR Well I think actually....

BF I think this was sort of afirst Alberta had left us and she was sort of in between jobs and even after she married Jacoby I think they continued because Jacoby was a film producer, a documentary film producer. But I can't tell you more than that.

EAR I gather she was a rather strong willed person.

BF Very, utterly brilliant. I told you the story about guilding the lily. That.. she was dynamic, bright, very convincing almost scary because she was beautifully proportioned but larger than I am that is taller. She would come in the office and she would turn on all of this and I just felt kind of overwhelmed. I use to always keep the door opened when she came in just because I don't know why but...and she knew it. She just delighted in this and she would try to over power me. And she was the one person I didn't know how to fight back with.

EAR OK, in December 1950 you had a very auspicious meeting of the National Advisory Mental Health Council. Because it was the first meeting of the 12 man council. And it met at Top Cottage you saw Angry Boy, you had dinner...

BF Angry Boy that was another one...

EAR You had dinner at the naval officer's club that was the first full council meeting. Can you recall any of the other aspects of that first meeting.

BF I don't. I can only know this there was great misgivings among some people that they were really going to hell now because they were bringing the public in part of these would be what we now call under the new health planning act "consumers"

EAR Right, exactly.

BF And I felt that this was the best thing that could happen. Until we quit talking to ourselves or as I had put it one time that as long as we were just a converted converting the converted we were not saving any souls. And that we should get on with our business beyond that. And this was the first one and to me this was a very

BF(cont) exciting group. I have forgotten who the....

EAR I'll tell you. This is the one I mentioned to you earlier today. It was Franz Alexander, Leo Bartimer, Carlyle Jacobson, Hugh Level..

BF Jake was there as a psychologist. He was not yet Dean. He was maybe...I have forgotten what he was doing. Maybe he was still at St. Louis then, I don't know. Who was after Jake?

EAR Florence Mahoney, oh Hugh Level.

BF He was a health officer and had been I have forgotten where he had been..where he was then, Louisville or it was the Harvard School of Public Health.

EAR Florence Mahoney was in there. Bill Mallimid, Ben May, Mr. Wilson McCarthy.

BF Wilson McCarthy was from Denver, or Omaha. He is dead now. Wilson McCarthy was a stock man, not a stockman, he ran the stock yards, owned or was the principle owner or...he was a very wealthy man. He was interested in mental health because his wife was a very serious alcoholic. And he came to one or two meetings. We have one picture of the council with him sitting in the background, sitting like with his hand up to his face. He hardly opened his mouth and I believe he only came once maybe twice and never showed up again.

EAR Then Helen Micklejohn

Helen Micklejohn, of course, was a great great lady. Her husband was, what was he, sociologist. They were the ones who McCarthy that Joe McCarthy part of that so-called Commi-group which they weren't at all. And their son Gordon Micklejohn was Chairman of the Dept. of Medicine, internal medicine at Colorado and retired recently.

EAR And Charlie Slafer.

BF Charlie Slafer who was the public...well in the public relations department at 20th. Century Foxhe was a man given responsibility for publicity for the film "Snake Pit" that is how we got interested and went from there.

EAR And Mildred Scovil.

BF Mildred Scovil was my dear, dear friend. I always use to bug her by calling her mother. Mildred was not any I guess she was a little older than I was. Yes, she must have been because she was one of the junior executives of the Commonwealth Fund. When I received my first Commonwealth Fund Fellowship in Psychiatry and I was always very proud of the fact that I was a Commonwealth Fund Fellow and she claimed that the Commonwealth Fund was proud to claim me as a fellow which was always nice to hear. But then I made the mistake of calling her really my academic mother one time. And everybody howled and she flushed and said never again was I to call her mother. I don't know if Mildred is still alive or not.

EAR I don't know. And the last one is S. Bernard Wortis.

BF Sam Wortis, of course, had been our friend for years. He is now dead.

EAR OK, that was that meeting. Then another interesting kind of early indication of things to come. The ^{gerontology} study section was recommended as a study section in February 1951 and to the best of my recollection...

BF We never implemented that.

EAR No, but you did get in aging because Jim Bearin worked with you for awhile.

BF We brought Jim Bearin in and we were interested in aging. Isn't it ironic that my principle interest in psychiatry is aging. Maybe it is '71 that has done it. But the paper I gave in Texas the one that this rotary club talk..all of these were on the field of aging. I've become very interested in it.

EAR This is February '51?

BF That was a long, long time ago. I was not as old as I am now then by what 25 years 23 or 24 years. This was recommended and this was part of how I operated. I presented my position, I thought it could be done through other means they felt it couldn't so I let them discharge their affect by making the motion debating it and passing it. It was a recommendation which I did not accept. I made no fuss about it, I just didn't do it. By the time they came around the next time and this happened, you learned this pretty soon, except on very critical trigger issues. They could become passionate in one meeting and forget all about it in the next. Forget about it so much to the point that they would criticize you for doing what they had said and want you to do something else. You may remember that. So I just didn't do it. We were taking care of this through other study sections anyway.

EAR OK, in May 1951 Seymour Kety was appointed as Scientific Director for both NIMH and NIMDB.

BF There is a story behind that.

EAR That is what I want to know.

BF We..remember there was no NI DB, it was NIMH. And then they split off and we had, I thought, a pretty good basic science section section in our intermural research program. Then the law was NI DB,

BF(cont) no, no, yes, yes neurological diseases and blindness. That is right, I got the initials mixed up. The law was passed and this institute was created. Pearse Bailey was the first director. Pearse I had known when he was at the VA and we were working back and forth. We agreed that we could buy more by pooling our money than we could by each having our own intermural. Basic Science Program there would be so much duplication we were sooner or later going to get in trouble. But I warned Pearse that if we did this we were going to have to be very careful to so mess up our money that nobody could find a line or cleavage or someday they would split up apart and this would be an economy move. We were so fantastically successful that we hardly knew in our own shop how to divide the money up and where it came from. Once the money was appropriated, we dumped it in and stirred it up real quick. And this was jointly run....Seymour Kety was responsible to both Pearse and later to Dick Mazelin and myself. And ran that program out of this budget which was a fairly ample budget. The bureau of the budget time and again tried to do two things which they never were able to do because we would always get all confused and mixed up and stupid. One was we couldn't tell them where a neurology dollar or a mental health dollar went. It just went into this program which was joint. The other we could never break out research from clinical care. We were very careful that got so smeared up that we never were sure whether a dollar was a research dollar or care dollar. Because we knew if we ever did that was the first step then they would start directing as they are doing now. WE were..I was told by one of the people of the bureau of the budget that he suspected that we weren't as stupid as we appeared because if we were we should

BF(cont) be fired.

EAR That is an interesting story. Well, OK still another new development. In February 1952 Hal Halpert was identified as the new chief of....

BF Hal Halpert.

EAR publications and report section. That was the formal beginning of publications and reports?

BF I don't think so. Alberta had that from the beginning. That was one ...

EAR That was her job?

BF Yes, she was publications and reports chief. This was I thought..this was an idea I had and I went out hunting for someone and I got Alberta, who was recommended from someplace and I don't know where. Now, but I wanted a strong publications report section.. I said if we weren't able to keep contact with the public and keep good relations with the media we were dead in out tracks. Hal was not bad, he was no Alberta. Alberta brought in such people as Millican whatever her name was. She died of some liver disease. And that gal whose father was the famous cryptographer Freidland, Freedman. Barbara Freedman, she married one of our scientist there and then divorced him. And several others, she had a Trackman, Leo Trackman was another one. But Halpert came in. Halpert was alright I have forgotten, he went from somewhere else. I never could relate to him too strongly. He was a bit mousy.

EAR Yes he was. He went on and got a Ph.D.

BF That is right. He went to some...Columbia or someplace.

EAR OK. Now this one may not ring a bell at all. In June 1952 John

EAR(cont) Eberhardt talked about the federal reports act of 1942 and

BF A-20

EAR Circular A-40

BF Circular A-40, that was it. I was fairly close.

EAR You were. And there was a good bit of discussion by council, they were upset this was going to wreck the whole program because if you were going to send out more than 10 questionnaires you had to...

BF You had to get a clearance

EAR From the bureau of the budget and as you know, it is a long story which I will follow through because I think it is very interesting. It was a kind of a gentlemen's agreement with the bureau of the budget that especially for the intermural program and for the grant people in the NIMH it wasn't considered to be in contradiction to the federal reports act and so neither the grantees or the intermural program had to go through this kind of federal reports act clearance.

BF But we walk.. one thing with an eagle eye. That whatever forms were sent out that as far as possible they were not forms which somebody could jump on as being a boon-dogger or a bunch of peeping-toms sort of thing. If we had anything like that and we had some, we sent that through, in other words, there was something we sent through that took a long, long...I know I believe it was all the forms that Mort Kramer used.

EAR Yes, it could be.

BF They all had to go through. And that occupied a lot of their time and kept them busy and happy.

EAR OK, I want to talk to John about that because that whole federal report act is interesting. Now in May 1952, Norman Topping resigned and

EAR(cont) Shannon was made Associate Director of NIH. Now, had Topping been the Director?

BF No, No.

EAR Or was it always called Associate Director?

BF The Director had been Rauler E. Dyer, I had forgotten who was before him, it doesn't matter. And Rauler Dyer had either one or two associates. Lucious Badger and Norman Topping. Or else Badger left and Topping took Badger's place. It was so long ago I have forgotten. Topping was appointed under Dyer as Associate Director and Badger had either gone or what, I don't know. We all considered Topping as the "Crown Prince". And we knew that Dyer was getting along and would retire before long and we assumed that Topping would take his place. But Shealy who had been at NIH as Director of the Cancer Institute before he became Surgeon General had different ideas. It was a bolt from the blue when we found he appointed Henry Sebral as Director to follow Dyer. I'll never forget when we heard that. Topping turned white. Very quickly after that Topping resigned and went to the Univ. of Pennsylvania I think as Vice-President of Medical Affairs and from there to Southern Cal. as President of Southern Cal. where he was for a number of years and made a distinguished record for himself. But Norman Heller Topping lived on the campus, in one of those two houses up there you know, the one next to Shannon's where Vanslike lived later for a number of years.

EAR OK, so that is how Shannon came in. He had previously been at the Heart Institute.

BF That is right and when Topping resigned he came.. he had been clinical director..Shannon had been clinical director of the

BF (cont) Heart Institute and he came in as Associate Director under Sebral. And gave Sebral tremendous support. It was the only thing that kept Sebral from coming unstuck. I am sure because they had all that terrible hullabaloo about the polio vaccine and Donny Brook at Fairfax County where they were going to do a test of inoculations and so forth. And then Dyer...Shannon...Sebral left at the end of his 4 year term and Shannon took his place.

EAR OK, this is just a passing comment. I don't think we need to talk about it. But the first time the intermural research was mentioned to the council was in November 1952 council meeting and then, of course, the whole intermural program developed. John Eberhardt left in February of 1954 there was a very nice commendation to him from the council at that time.

BF That is when he went to Commonwealth.

EAR Right and then you already talked about Phil Sapir getting the job. Was there any other candidates in consideration for John's job?

BF Eli, I know there were because I can remember talking to Ernest Allen and some others about several people but who they were I don't know because it was almost a forgone conclusion that we had to look at others in order to be fair but Phil was...there was no questions in my mind after Ernest recommendation.

EAR OK, we already talked about the Joint Commission that was first mentioned in June 1955 and we talked about that. In June of 1956 Horris Mcgoon pointed out that the National Science Foundation is interested in the history of science and the national advisor of mental health council approved support of a history of psychiatry and then in February of 1957 almost a year, not quite a year later there was recommendations for a lectureships in the history of medicine related to psychiatry

EAR(cont) Was there any special background to that story about?

BF No, as you were talking there was a guy from the national science foundation he was either a sociologists or a psychologists on the staff of NSF who use to attend our council meetings. I can't think of his name. He was a nice guy, I liked him very much.

EAR Yes, right. I know who you mean. He went to..he went west. Oh, gosh.

BF It doesn't matter.

EAR I know who you mean.

BF This is how this all came about.

EAR Harry Alpert.

BF Harry Alpert that is the guy. I liked him very much and he was sort of stimulated this. I think it was at a coffee break or something and thatit came up.

EAR OK , Bob Livingston came in Nov. of 1956 to take Kety's place as the scientific director. And Kety was relieved of administrative duty and went back to being a full...

BF By his request.

EAR By his request.

BF And over my strenous objections.

EAR What was the story?

BF Seymour came to me with increasing discomfort when he found that young men he had helped to bring up were coming to him or he would listen to seminars and they knew more about his field than he did. And he realized that he hadn't grown any scientifically. In 2 or 3 years his publications had fallen way off and as he said he was living off his hump rather than getting new. And he became increasingly dissatisfied and said that he was becomming almost

BF (cont) frightened for his future. And he wanted to go back to the laboratory. And I pointed out that he was making a distinguished record and couldn't he take some credit out of what he was doing what about me, I didn't like it either. Well, he said I have to take care of my own problems and he didn't want to do it. And he finally told me that if he couldn't quit and go back to the laboratory, he was going to quit and go somewhere else. So then we recruited Bob Livingston and he came in and Seymour went back as Chief of a.. we had a name for his laboratory...I have forgotten what it was.

EAR It is in there, I'll find it.

BF And he had, I can't think of his name either.

EAR Ed Everts.

BF NO, no. Oh, hell I can see the guys face and I can't even tell you his first name. He was very closely associated with Kety. It doesn't matter.

EAR He went somewhere else? Sy Krelen?

BF No, he was a physiologists. Kind of a physiologists. The name is completely gone.

EAR Don't worry about it. Ok, now we have talked about Joe Bobbitt being named assistant director of NIMH. I have that story. In November of '57 the Board of Scientific Council was established at NIMH had that been developed being kind of idea that something that John wanted?

BF No Bob Livingston was in back of this.

EAR Your right, I am sorry.

BF I thought it was a hell of a good idea and I was kind of mad that I hadn't thought of it myself because I always wanted to be in the front. it was sort of a NIH's university senate. Not exactly that

BF(cont) either. But it was a group of people in our intermural program who would sort of be the forum of discussion of policies, problems, headaches which they would carry to me. I was invited to sit with them but I was very careful never to sit with them because I felt that I would interfere with the democratic process if I did. That they were free to come to me in a group or by delegation or by an individual person but I had to be free to make my decision and they had to be free to make their decision. This was..we were severely censored by the some of the NIH for this. This was no way to run a railroad but as it finally wound up the whole NIH got the same damm thing. And it was something else of NIH that became a NIH wide thing and started at NIMH and I bet nobody remembers it.

EAR Well, that has happened some many times including the small grants program.

BF The small grants program there were several of these.

EAR That we started and other people picked up.

BF And then they gave us hell for doing it.

EAR And then they did it. The first time the idea of fluid funds was mentioned it is very interesting because it comes up a number of times. November 1957 someone recommended the fluid fund research grants. It was always a desire to get flexible money. Do you recall anything about that?

BF I don't know whether I am talking about the same thing you are or not. We were interested in having some kind of a grant in which a person would have to have a name because the law said you had to have projects . Grants were to be made for projects. So we coined the term "program project" since it had to be a project but it was a project which was a program. And one of the first of these we gave

BF (cont) was a large grant to Ralph Gerard in neurophysiology on neurophysiologic correlates of schizophrenia. It was as broad as that. And we got a hunk of money like \$300,000 or some great big amount. And it was fluid in that he could..come in with a broad protocol. He wanted to attack it..for instance, I might do this, I might do that depending on where it leads. We would work this out ahead of time. There were a number of these given and we finally I believe they pulled back on this about the time of the Fountain Committee because it looked like to them that this was a device for giving money to our friends.

EAR And also bed costs.

BF That is right, bed costs. There was another program that you haven't mentioned. We called in contractual authority. There was a time when we wanted to try to assure a project of so many years of support for damn sure. We worked on a agreement with the appropriations committee and with the bureau of the budget that on a demonstration bases we could commit a certain amount, for instance, I could commit to you a grant of \$25,000 this year and \$25,000 for each of the next four years. And this was a guarantee that whatever else they did they appropriated enough money to cover you. Well, this was great. Allen Greg, I remember, thought this was...enthusiastic about it but it became a bookkeeping nightmare. In two or three years when you had grants that go 2 years more grants to go 3 years more grants that were terminating this year and so forth. And then we got the wind about all it was about. Why the bureau of the budget was so damn happy about it. This was when they began to think about retrenchment. And we saw where they were going to try to restrict us to the amount of money committed. Which would mean in five years they could phase us out by each year giving us just enough to take care of our commitment and no more. They had gotten us on this and we couldn't get off.

- BF (cont) And I went to the appropriation committees and we worked out a little scheme whereby it was understood that we would honor these commitments but we would go in for no more. We would continue.
- EAR OK, in November of 1957 the training grants prepared a 10 year report to be sent to congress.
- BF You were part of that.
- EAR Well, not quite. I hadn't quite come yet. But I wrote the one after that. Now, I have that 10 year report and I know what is in it. But do you recall if there was anything that precipitated that request from the senate other than it was just 10 years?
- BF It was just 10 years and Lester Hill wanted that and he hoped that we would give a 10 year projection. We had the record of what we had done in the last 10 years and where we were going in the next 10 years. And I protested that if things had changed so much in the last 10 then a 10 years projection would be out of date in a year. So he said fine write another one next year.
- EAR OK, this is also something that I can double check on. I didn't find it anywhere in the council minuted although I know that is it etched in some kind of history and that is the old 40-20-20-20 distribution of training grant funds, psychiatry's .
- BF I am so ashamed of this that I hoped to forget it. This is part of the old power struggle. Remember I told you yesterday that in the early days or did I say it on the record. I was so dissolutioned by what I saw. Well, this didn't change remember also even as late as the joint commission. They had 10 votes from the M.D.'s and the rest was divided up and hopefully some of them would be M.D.'s. They were having a lot of good applications coming in and some of the very best applications coming in were from psychology. Who are

BF(cont) natural born ...

EAR grant writers

BF Grant writers, grantsmen and also statisticians. They...some of the prettiest applications we ever got. This was in training. Well, some of the people began to get nervous because they.. a lot of them..could one year for instance they took them right as they came down the line. 60 or 70% of the money would have gone to psychology. Because they were ready and the rest weren't and so this was bitterly protested that you couldn't do anything without psychiatrists. They were captain of the team everybody else followed them and here are these others getting out of line and there would be rebellion in the ranks. So the council passed a resolution that a) since under the law you can't make a grant unless approved by council although you don't have to make all the grant council approves of you can't make a grant unless approved by council. Therefore, council set as its policy that they would not approve grants other than in the proportion of 40 for psychiatry, 20 for each of the other three and there was nothing left for anybody else. There was a lot of screaming. Remember in those days there was one psychologists on the council and some laymen, who were mostly psychiatry oriented. I believe one of the people and he was opposed to this who was on the council at that time was Ward Darly. I was opposed to it but it was obvious that it was not going to get anywhere. And that 40-20-20-20 stayed in for several years.

EAR Yes, it did. And when I came I had to make up a big new formula and we won't go into it now but there was a big council discussion about it and then Don Mark was ...

BF Don Mark was most eloquent^{at} council meetings. Infact, I wish you

BF (cont) had the verbatim of that because he gave the most scathing critique of it. Just scathing critique.

EAR OK, the very last point of this is kind of a symbolic way to end I suppose. Other questions I have you may still want to say something. Veste died in February of 1959 and it is mentioned in the March 1959 council and there was a special tribute to Veste. But I remember very vividly that you and some other people worked very hard to do something about his retirement or whatever it was to make sure that he got everything that he possibly could. Should we talk about that?

BF If I can. It is hard for me to talk about this. Veste and I were very dear friends. Veste knew he had a fatal illness. We had been at a party at R.C. Arnold's house and I noticed that Veste wasn't eating. He had the most beautiful charcoal broiled steaks and so the next day I kept saying Veste what is the matter you are not eating. He came in the office the next day and he said I want you to know I am going over to the Marine Hospital he said I think I have something serious. He said I didn't eat last night because I have no room to put food he said I vomited food I ate two days before. I have some kind of obstruction he said and at my age you know what that may be. He was operated and they found a carcinoma with metastases. He did better for awhile. He came into my office one day and said I am going back into the hospital tomorrow. This is right after Christmas that year. I remember because we went to Christmas services over at the St. John's episcopal church he and Lucille and Peg and me. Then he had Christmas dinner at my house the next day. The Christmas eve services and Christmas the next day. And Veste went down in the basement in the recreation room at our house and laid on the couch all afternoon. He was just too sick.

BF(cont) He went into the hospital and I have forgotten whether they did more surgery or what but they kept following him and following him and we had told Veste. Ray Shaw and I under the law if you retire and die within 60 or 90 days it was then of your retirement your survivor gets both death benefits and the retirement benefits. If you retire before that time you only get retirement benefits. If you retire to that time so you retire on active duty. You get only, that is if you are on active duty when you retire you get only death benefits which was burial and a years pay or something. So Ray and I said we found out from personnel that it would take about 30 days to process the papers and so we talked to Veste. Veste realized that he was going to die so we said Veste when we thing the time has come we will bring the papers over for you to sign applying for retirement. I'll never forget that. We went over and he was sitting on the edge of his bed and we said we have some papers for you to sign and he looked up with that smile and said it is that time is it and signed them. He was dead in about 45 days.

EAR Well, he was quite a gentlemen. He was, of course, the man who hired me. And I was never so impressed with anyone. He was a real gentlemen of the old school. I just had never met anybody like that in the government and he said well we are going to hire you and with that very cortly aire that he had it just never left him. We would say hello and it would sound like a victorian greeting of some kind.

BF Smoking that pipe. Oh, some of the things he did. When Ester Garrison had her surgery that horrible thing. She had a hysterectomy they thought she had cancer. And while she was still convelescening they found out that it wasn't malignant. She was then castrated. And they came in and said Miss Garrison we have good news for you

BF(cont) that wasn't cancer. And they couldn't understand why she flipped. Then she went through the menopause, of course, that you go through and she was in a hell of a mess. The only person that could deal with her was Veste. Veste spent hours with her. I could still see Veste coming down the office. I would be uptight about something and he would say, how are you doing? Smoking that damm pipe. How are you doing?

EAR He was quite a guy.

BF He was a great guy.

EAR Bob, I have gone through everything I have but we have a couple of minutes left on here. Is there anything that you can think of that we haven't touched on? I am sure there are a lot of things they may not just come to mind right now.

BF I can't think of anything. The point I wanted to get across I think I've said in as many ways as I know how. The basic philosophy was we were a group of colleagues working together and any team has to have a captain because someone has to coordinate but that doesn't mean boss, that means coordinator and that is what I tried to do. I had to take the heat for somethings sometimes. Sometimes I took the heat for somethings I felt I wouldn't have done myself but I wasn't going to say so that happened with John Eberhardt one time. And he felt so damm bad about that when I went ahead and announced some grants because he was sure and they weren't sure and then we had a lot of trouble. And I took the heat and God how, if I ever I want a friend John never forget the fact that I never told a soul that it was my decision.

EAR Well I think that is a good note to end on and I should shut up but we have left so many things out that neither of us had a chance

EAR(cont) to touch on.

BF Well come back.

EAR I will. I would like for you to talk about things like the Harry Harlow grant that got all that flack attached to it.

BF And we haven't talked about the Menin Rites not the Menin Rites but the Hutter Rites the famous Hutter Rites Grant. Oh my God ...

EAR I don't remember that.

BF All that the Hutter Right Grant Bob Wincher's Grant on the Theory of Complimentary Needs. There were 3 grants...and the Pioty Grant. There were 3 grants that broke in the papers and we got all kinds of hell. And Allen Gregg, I remember came in and said, steady, steady, steady. Say nothing back, just bow your head and he said go back and read Aesop's Fables. And I said which one. And he said the one about the open . And he said there is nothing shameful about bending with the wind so long as you spring up again.

EAR Well it is quite a story. It really is. OK let..

BF Lets go to slapsy maxie.

EAR The end of a historic occassion. Tomorrow is your birthday.

BF Tomorrow is my birthday.

ROBERT HANNA FELIX, M.D.

Date and Place of Birth: May 29, 1904 - Downs, Kansas

Education and Training

University of Colorado	1930 - M.D.
Interne, Colorado General Hospital	1930-31
Commonwealth Fund Fellow in Psychiatry Colorado Psychopathic Hospital	1931-33
Rockefeller Fellow in Public Health The Johns Hopkins University School of Hygiene and Public Health	1941-42 - M.P.H.
Washington Psychoanalytic Institute	1949-55

Licensed: Colorado, Maryland, Missouri

Diplomate in Psychiatry American Board of Psychiatry and Neurology	1946
Certified Mental Hospital Administrator American Psychiatric Association	1954

Hospital Staff Memberships

St. John's Mercy Hospital, St. Louis, Missouri
Consulting Staff in the Department of Psychiatry 1965-

St. Louis University Group of Hospitals
Medical Staff 1964-

St. Mary's Hospital, St. Louis, Missouri
Active Staff in the Department of Neuropsychiatry 1964-

Fraternities

Delta Sigma Phi

Phi Chi

Alpha Omega Alpha

33° Mason

Professional Career

Program Coordinator, Bi-State Regional Medical Program, 1974—
 Saint Louis University School of Medicine 1964-present ~~1974~~ 1974
 Dean. *DEAN EMERITUS, 1974*
 Professor of Psychiatry and Professor of Community Medicine
PROFESSOR EMERITUS, 1974
 Assistant Surgeon General, USPHS 1957
 Director, National Institute of Mental Health, USPHS 1949-64
 Chief, Division of Mental Hygiene
 Bureau of Medical Services, USPHS 1944
 Medical Director, USPHS 1944
 Assistant Chief, Hospital Division
 Bureau of Medical Services, USPHS 1944
 Medical Officer, U.S. Coast Guard Academy 1943-44
 Psychiatrist, U.S. Coast Guard Academy 1942-43
 Public Health Service Hospital, Lexington, Kentucky 1936-41
 Executive Officer 1939-41
 Clinical Director 1938-39
 Chief, Psychiatric Services 1937-38
 Medical Center for Federal Prisoners, Springfield, Missouri 1933-36
 Clinical Director 1935-36
 Commissioned Assistant Surgeon, USPHS 1933

Professional Appointments

Washington University Social Science Institute, St. Louis, Missouri
 Research Associate 1966-
 George Washington University School of Medicine, Washington, D.C.
 Special Lecturer in Psychiatry 1947-64
 Georgetown University School of Medicine, Washington, D.C.
 Professor of Clinical Psychiatry 1947-64

Editorial Board Memberships

American Journal of Psychiatry, American Psychiatric Association
1962-65

Baby Care Manual and Your New Baby, Parents Magazine 1964-

Journal of Pastoral Care

Pastoral Psychology

St. Louis Medicine, St. Louis Medical Society 1965-66

The Quarterly Journal of Studies on Alcohol 1951-

Membership in Professional Organizations

Academy of Medicine, Washington, D.C. 1959-

American Association for the Advancement of Science 1967-

American Bar Foundation Advisory Board of Psychiatrists
Committee on Mental Illness and the Law 1965-1970

American College of Physicians
Fellow 1942

American College of Psychiatrists
Fellow 1965-

American Medical Association
Council on Mental Health 1963-66
Chairman, Committee on Narcotic Addiction 1955-59

American Medical Association-American Bar Association
Joint Committee on Narcotics 1955-60

American Orthopsychiatric Association
Fellow 1956-

American Psychiatric Association 1935-
Life Fellow 1965
President 1960-61
Treasurer 1958-59
Chairman, Internal Management Commission 1961-66
Museum Association, Board of Directors 1962-64
Chairman, Nominating Committee 1963
Chairman, Committee on Budget 1949-58

Ad Hoc Committee on Non-Medical Specialists 1954
Committee on Certification of Mental Hospital Administrators
1954-58
Chairman, Coordinating Committee
on Community Aspects of Psychiatry 1950-52
Chairman, Committee on Committees 1949-51
Executive Committee 1949-50, 1958-61
Council 1947-50, 1958-
Committee on Reorganization 1946-48
Committee on Public Health 1945-47

American Psychological Association 1956-

American Psychopathological Association 1946-

American Public Health Association
Fellow 1946-
Governing Council 1956-61, 1965-68, 1969-72
Section Representative on Committee on Eligibility 1965-67
Committee on Professional Education 1956-59
Program Area on Mental Health
Mental Health Section
Chairman 1958
Vice Chairman 1957
Nominating Committee 1967

Association for Research in Nervous and Mental Diseases 1951-

Association of American Medical Colleges
Nominating Committee 1967
Executive Council 1967-1970

Canadian Psychiatric Association
Honorary Member 1961-

Central Neuropsychiatric Association 1968-

Council on Social Work Education
Board of Directors 1966-69

Eastern Missouri Psychiatric Society 1965-

Group for the Advancement of Psychiatry
Member of founding group

Missouri Public Health Association 1965-

Missouri State Medical Association 1965-
Delegate 1970-72

National Academy of Public Administration 1968-

National League of Nursing Education
Advisory Committee on Psychiatric Nursing 1952-55

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New York Psychiatric Society
Honorary Member 1967-

Royal Medico-Psychological Association
Corresponding Member 1956-

St. Louis County Medical Society
Honorary Member 1966-

St. Louis Medical Society 1965-
Ethics Committee 1967-
Chairman 1969-70
Bulletin Committee 1965-66
Honor Member 1970-

St. Louis Psychoanalytic Society
Honorary Member 1966-

Southern Psychiatric Association 1940-62
Honorary Member 1962-
President 1946

Washington Academy of Medicine 1949-

Washington Psychiatric Society 1949-64
Honorary Member 1964-
Chairman, Program Committee 1953-54

Washington Psychoanalytic Society
Honorary Member 1965

World Health Organization
Expert Advisory Panel on Mental Health 1952-

World Psychiatric Association
Elected one of five members from the North American Continent to
the International Organizing Committee for the World Psychiatric
Association which was organized in Montreal, Canada, during the
World Congress of Psychiatry, June, 1961
Committee on Publicity 1961

Other Professional Affiliations

American Cancer Society, St. Louis City and County Unit
Board of Directors 1965-
Executive Committee 1965-
Professional Education Committee 1965-

American Society of Mental Hospital Administrators
Honorary Member 1960-

Brookings Institution, Conference on the Public Service 1961-64
Emeritus 1964-

Catholic Charities of St. Louis
Board of Governors 1966-69
Technical Advisory Committee of the Home Care Program 1964

Committee on Pastoral Counseling of the House of Bishops
of the Protestant Episcopal Church
Subcommittee 1960-

Executive Council of the Episcopal Church
National Advisory Committee for College and University Division
1967-

Federal Aviation Agency
Medical Advisory Committee 1960-65

International Congress on Mental Health, London
Member of Delegation 1948

Fourth International Congress on Mental Health, Mexico City
Chairman, U.S. Delegation 1951

Governor's Task Force on the Older Missourian 1966-

Greater St. Louis Council on Alcoholism
Board of Directors 1965-

Health and Welfare Council of Metropolitan St. Louis
Board of Directors 1965-71
Mental Health Planning Committee 1965-
Mental Health Planning Advisory Committee 1968-1969
Committee on Reorganization of Health and Welfare Council
1968-

Hogg Foundation for Mental Health
National Advisory Council 1962-65

Joint Board of Health and Hospitals (St. Louis)
Board of Health 1965-73

Joint Commission on Mental Health of Children, Inc.
Chairman, Task Force VI: Innovation and Social Progress in
Relation to Mental Health of Children 1967

Maryland Department of Planning and Planning Commission
Advisory Subcommittee of Committee on Medical Care 1960-64

Maryland Mental Health Board of Review 1958-62

Maryland Mental Hygiene Society, Inc. 1954-64
Board of Directors 1955-56
Professional Advisory Committee 1956-64

Mental Health Association of St. Louis
Professional Advisory Council 1965-70

Mercyville Hospital
Executive Consultant Staff 1965-

Metropolitan St. Louis Foundation for Psychiatric Services
for Children
Professional Advisory Committee 1965-

Missouri Association for Mental Health 1967-
Board of Directors 1967-

Missouri State Mental Health Commission 1965-1975

Missouri White House Conference Committee on Children and
Youth 1969-70

National Advisory Council on Correctional Manpower and Training
1966-69

National Association for Mental Health, Inc.
First Vice-President 1966-67
Second Vice-President 1965
Research Foundation, Board of Trustees 1965-
Board of Directors 1964-
Executive Committee 1964-
Professional Advisory Committee 1952-
Councilor 1947-50
National Committee for Mental Hygiene 1944-47

National Association for Mental Health of Nigeria
Panel of International Consultants

National Association on Standard Medical Vocabulary
Consultant 1962-

National Committee on Aging
Steering Committee 1950-

National Committee on Alcohol Hygiene, Inc.
Consultant 1953-

National Council on Alcoholism
Board of Directors 1950-1968

National Disease and Therapeutic Index
Advisory Committee of Physicians and Educators 1967-70

National Family Life Foundation, Inc.
Board of Directors 1960-

National Health Council
National Health Forum Committee 1957

Omaha Midwest Clinical Society
Honorary Member 1945-

Psychoanalytic Foundation of St. Louis
Advisory Council 1964-

Scottish Rite Program of Research in Schizophrenia
Professional Advisory Committee 1966-

Social Health Association of Greater St. Louis
Board of Directors 1968-71

Southern Regional Education Board
Commission on Mental Health Training and Research 1954-64

Suicide Prevention Foundation, Incorporated
National Advisory Board 1965-

Symposium on the Definition and Measurement of Mental Health
Texas Christian University Institute of Behavioral Research
Advisory Committee 1965-70

Tuberculosis and Health Society of St. Louis
Board of Directors
Health Education Committee 1965-66
Medical Committee 1965-69
Public Relations Committee 1965-66

Urban Living Project
Citizens' Committee 1967-70

Veterans Administration Special Medical Advisory Group 1965-
Vice-Chairman 1970
Chairman-elect 1971

Washington School of Psychiatry
Board of Managers 1950-58

Western Interstate Commission for Higher Education
Consultant 1955-64

White House Conference on Aging
Technical Committee on Health 1970-72

World Federation for Mental Health: U.S. Committee, Inc.
Sponsoring Member 1964-

World Health Organization
Second World Health Assembly, Rome
Member of Delegation (Technical Advisor) 1949

Awards

St. Louis College of Pharmacy
Physician of the Year Award

1966

Norlin Achievement Medal - Associated Alumni Colorado University	1966
Eighteenth Bampton Lecturer in America Columbia University	1965
Golden Plate Award American Academy of Achievement	1965
Distinguished Service Medal U.S. Public Health Service	1965
Samuel Rubin Award in Mental Health	1965
Parents Magazine Award	1964
National Conference Award National Conference on Social Welfare	1964
Bronfman Prize Achievement in Public Health	1964
Nolan D. C. Lewis Award (Psychiatry)	1963
Edward A. Strecker Medal (Psychiatry)	1963
Salmon Medal, Achievement in Psychiatry	1963
Rockefeller Public Service Award	1961
Distinguished Service Award American Psychiatric Association	1974

Honors

Sc.D. - University of Colorado	1953
Sc.D. - Boston University	1953
Sc.D. - University of Rochester New York	1964
LL.D. - University of Chattanooga Tennessee	1957
LL.D. - Ripon College Ripon, Wisconsin	1959

Felix

ROBERT HANNA FELIX

87th President, 1960-61
American Psychiatric Association

A Biographical Sketch

by

Francis J. Braceland, M. D., Sc.D.

There is a kind of Character in thy life
that to th' observer doth thy history
Fully unfold
Heaven doth with us as we with torches do . . .
. . Not light them for themselves

-Measure for Measure-

Character, it is said, like porcelain, must be printed before it is glazed, but once burned in there can be no change. As to the printing, many diverse materials may be utilized. Walter Pater wrote of it long ago: "How insignificant," he said, "seems the influence of the sensible things which are tossed and fall and lie about us in early childhood, how indelibly, as we discover afterward, they affect us, as they secure themselves upon the smooth wax of our ingenious souls." This could well have been written prophetically about the 87th president of the American Psychiatric Association, for, as one notes the influences that fell about him, it becomes evident that they would lead him inevitably to medicine and, eventually, to a form of public service which would call forth and utilize all of his attributes.

Though Voltaire stated that he who loves his country well has no need for ancestors, Robert Hanna Felix had been thoughtfully provided with plenty of them. They came from all directions, with a profusion of physicians among them. There were Whigs and Tories and rebels of every size and description. There were several big ones, including Robert Hanna, Surveyor General of South Carolina under George III; yet the Revolution found him fighting for the colonists with a price upon his head. In the

other "unpleasantries" in which the nation engaged, the boy's ancestors thoughtfully lined up on both sides, thus giving their descendant entree into all manner of "posh" societies on both sides of the fence and enabling him to be at one with whomever he is talking to. Like Seneca, however, Dr. Felix believes that the origin of all mankind is the same and it is only a clear and good conscience that makes a man noble, for that is derived from heaven itself.

Robert Hanna Felix was born in Downs, Osborne County, Kansas, deep in the wheat country, on May 29, 1904, to T. Ovid and Neva Trusdle Felix. His father, known as T. O., was a country doctor; his mother, daughter of a pioneer physician of the west, had studied music in Boston. There was one beloved sister, Mary Bryning Felix, who eventually married her brother's college roommate. The lad graduated from Downs High School in 1921 and then worked for a year to help with the family exchequer, for the pay of country doctors was in comestibles, respect and affection, rather than in U. S. currency. He entered the University of Colorado in 1922 as a student in journalism, having won an essay contest, and visions of emulating Richard Harding Davis stirred within him. Before the year was out, however, he turned to biology, a temporary way station on the road to medicine, for fate had destined him to become a fifth generation physician in the Felix-Trusdle ensemble.

He entered the University of Colorado Medical School in 1926, completing his work with honor in 1930. As had many a good man before him, he worked to support himself--he drove the hospital ambulance at night. On the side, it is whispered, he acquired a facility for drawing full houses and filling inside straights. Externship, then internship at the

Colorado General, and then the decision about residency. He leaned toward OB but he cast about too, for stipends and maintenance were important, as the country was in the depth of "the depression." To his dismay, he was accepted for training in three disciplines in three different places and all within one week.

A Commonwealth Fellowship put him under the tutelage of Frank Ebaugh and that event, he says, "was one of the most important experiences in my professional career. Ebaugh was a superb teacher, a tough task master, and an inspiring mentor. We were steeped in community psychiatry and a philosophy of public service."

The Printing

Every man who aspires to greatness is unique; some forces touch only lightly upon him, while others leave a lasting imprint. Among the forces which marked Robert H. indelibly were his parents, his wife, and two of his chiefs. The pater familias, before he studied medicine, was an historian and a clergyman. He read widely in modern and ancient languages. Bob's mother was an accomplished musician and, thus, the boy was exposed to the best in music and books. T. O. began his medical career on horseback, graduated to a buggy and, finally, to a horseless carriage. There were numerous tales of his homespun diagnostic skill and his boy rode with him and saw evidences of it first hand. The people knew Robert as "Little Doc" and, thus, he was always immersed in a clinical atmosphere and from childhood was permitted to listen to heart and breath sounds through a stethoscope. All of this imprinting accounts for his image of himself as a physician--he had it then, he has it now, and will always have it, no matter how far from the bedside he strays.

From the age of seven his summers were spent on a farm and these were some of the happiest days of his life. He talks of threshing machines and of oiling and repairing them. He remembers the sweat of the hot days in the wheat fields and he can grow lyrical about what it was like to wake up early on a cold Kansas morning, when snow was on the ground and all seemed blue, the wind was quiet and the sun rose slowly. He can recreate for his listeners his love for the snow, for the earth, and for everything that was Kansas. Through his love of the land and his pride in his family, he has an almost mystical sense of being bonded to the country.

He can become nostalgic about Ebaugh and his hypomanic drive, which was communicated to all of his colleagues. Of him Ebaugh says: "His nuisance value was considerable. He would ask me the cause of schizophrenia and push me regarding definitions of everything... He was a classical hypomanic, so we had many things in common." During his first year of residency, the young neophyte underwent another experience which still influences him. Just as Petrarch saw Laura, Bob saw Esther Wagner (Peg), a member of the nursing staff of Children's Hospital, and neither poet was the same ever after. Bob's descriptions of "Peg" outdo by far the poetry of his descriptions of Kansas. She was ill for a while, so their marriage was delayed until June, 1933, and then, believe it or not, they were married in Loveland, Colorado. Everyone who knows Dr. Felix knows of the place she holds in his life, one shared only by Kathy, a daughter, and each is a joy unto the other.

The residency was over in 1933, the depression was not. A variety of circumstances placed the young psychiatrist at the Department of Justice Medical Center in Springfield, Missouri, as a commissioned officer in the

U. S. Public Health Service. The next duty station was the Narcotic Hospital at Lexington, Kentucky, in the beautiful blue grass country, and here his wife completely regained her health. He advanced rapidly in this happy setting and in 1941 was assigned to the Johns Hopkins University for training in public health. By this time, too, he was President of the Kentucky Psychiatric Association, a forecast of things to come.

This training in public health was a powerful influence for the young doctor, for here he saw for the first time the necessity of studying and understanding the epidemiology of mental disease and the essential role the social and behavioral sciences play in the picture. His entire outlook on psychiatry changed at that time. He graduated with a Master's degree and as the war broke out he closed the year with orders to the Coast Guard Academy in New London to inaugurate a complete program for the selection, counselling, and therapy of officer trainees. It was here that the young officer was to bloom but, before chronicling his stay, there are several other influences to be mentioned.

Among the seniors Bob had met, Walter Treadway and Lawrence Kolb, Sr. stood out in his affection. Both had been chiefs of the Mental Hygiene Division and Dr. Kolb had recommended him for public health training. Dr. Kolb had also had the seminal ideas for a Mental Health Institute in 1938 and recently, as Dr. Felix was being honored as President of the APA by his staff and friends, he reached into the group, called Dr. Kolb to the fore, and spoke of him as his mentor and the man who had laid the foundation for the development of the NIMH.

No account of these years would be complete without mention of the second chief who was to greatly influence Bob's life, Surgeon General Thomas Parran. Of him Bob says:

He was an inspiring leader who believed in giving his staff their assignments and in letting them alone. Always available for consultation and advice, he was most generous with both, if asked. From the start I had a very great admiration for Tom Farran and a sincere affection for him also. . . His insight into the mental health needs of this country was phenomenal . . . The program would never have gotten off the ground without his support with the Bureau of the Budget, the Department and with Congress.

Coast Guard

The Felix saga at the Coast Guard Academy deserves a lengthy chapter, but editorial demands require that it merely be touched upon. How he placed psychiatry solidly in the program, how he gained the confidence of the officers, staff, and line, how he eventually became a highly respected physician, confidante, and model for young medical officers, all must be passed over lightly. His program there was run with integrity, with a capital "I", as it was before and has been since, and here is the cornerstone of his success. It was at New London, too, that he worked closely with "Vesty," Dr. Seymour Vestermark, he of great and good heart, a lovable, dedicated physician and public servant. No biography of RHF would be complete without mention of him. It was to Vesty that he looked with filial glance and there was a mutual respect and loyalty between them. Everyone knew of the famous triple play team: Bobbitt to "Vesty" to Felix. If one wanted something done, the best way to have Bob do it was to convince "Vesty." Frequently it required Bobbitt to do the original convincing. When "Vesty" died all who knew him were distressed but it was an especially sad blow to his chief.

Washington

On his 40th birthday, May 29, 1944, Dr. Felix was ordered to Washington as Assistant Chief of The Hospital Division. This was obviously

for the purpose of looking him over and two weeks before Dr. Kolb retired he was told he would be Chief of the Mental Hygiene Division. All of his accomplishments since then are a matter of public record.

The time was right to strike a blow for mental health and the Mental Health Act was conceived, worried about, corrected, and presented to Dr. Parran for his eye or nay. The details of all of this and the people involved and all of the hopes and fears and eventual successes are too vast to chronicle here. The bill was passed and was signed by the President on July 3, 1946. Congress adjourned the next day. The National Mental Health Act was official and in business, but without money, since there was no time to obtain a supplemental appropriation.

Bob was advised by the skeptics and cynics that he had been given "the business." He had a law but no money and Congress had gone home. There would be a new Congress next year and they were not bound by the other's actions. Dr. Parran consoled him and appointed a National Advisory Mental Health Council and now money was needed for it to have a meeting. Felix made the rounds of the foundations. The executives were sympathetic, but skeptical, until finally the Greenwood Foundation, now in limbo, put up \$15,000 for the meeting. There is something paradoxical about the fact that a small foundation staked an agency which would distribute millions, if we had the space to consider it in detail here.

On December 3, 1945, another event of world shaking importance occurred. Mary Katherine Felix (Kathy) was born and, as Walter Treadway says, she became Bob's greatest hobby. Kathy, in turn, sees no need for any fuss; she just declares him "the best Pop in the world."

When Congress convened in 1947 the first appropriation came through, amounting to one million, nine hundred thousand dollars. Thirteen years

later the appropriation was to be one hundred million, nine hundred thousand dollars. On April 1, 1949, the Surgeon General abolished the Mental Hygiene Division, created the National Institute of Mental Health as one of the National Institutes of Health, and named Dr. Felix Director. The Institute became an essential arm of the Service and in March, 1957, he was promoted to Assistant Surgeon General, Rear Admiral, and Principal Officer of Service for Mental Health and Psychiatry. The amount of good this Institute has done for the cause of mental health is incalculable. To even hint at the scope of its research and teaching efforts would be far beyond our purview here. Without its thoughtful planning and help, the whole psychiatric picture in this nation would be one bordering on chaos.

And Then the Man Himself

Often, as the record of a man unfolds, one sees how, wittingly or unwittingly, he is the artisan who constructs his circumstances. He may twist and turn, now going this way and then going that, but eventually he arrives at the niche which was destined for him. If he can tolerate frustration without being weighed down, he can make that niche reasonably liveable and, should he possess the qualities of dedication, discipline and courage, then he and the niche might become comfortable indeed. Love and duty will protect him and constitute the boundaries which keep him in safe territory and, should he by chance be possessed of a touch of humor to lighten the environment about him, then he and those who work with him will be thrice blessed. This is how the staff members of the National Institute of Mental Health consider themselves. There is no unwonted or sickly adulation; they feel they have a clear perception of the man who

heads their organization. They know all of his faults and can recount them readily, but they regard him with respect and a genuine and deep affection, and love him with his faults and in spite of them. They recognize that he does not like being second best in anything; he wants the job done rightly and the spirit of being best is a part of his style of life. His wisdom and the soundness of his objectives, however, prevent this from being in any way unpleasant.

When the Institute was small, "The Chief" knew everyone personally. The same interest that he displayed for the staff and the Coast Guard, he displayed for Institute personnel. He has the ability to understand the other person's point of view and the same ability to make every person he talks to feel that he is a teacher who has something to impart, which otherwise Bob would not have learned. This is an art, for he must encourage people who have something to contribute; yet he knows he may eventually have to sit in judgment upon that contribution.

It is the consensus that Dr. Felix is a learned man. He knows well his own field of endeavor. Sitting as he does in the center of a group which is constantly receiving reports of progress in the different aspects of the field and being briefed by all and sundry, it is difficult to think of anyone better informed in the field of psychiatry. Certainly, when he is fully briefed and prepared to appear before congressional committees, there is no one better informed, for, like the astronaut who eventually will climb into the capsule, he has been in training and preparing for the day when he will take flight up "on the hill," prepared for all eventualities. At these times he is under tremendous tension; symptoms appear; he is frightened and scared and, yet, there is a certain security about his

Many of the present day developments in psychiatry have taken place because of the leadership and assistance of the National Institute of Mental Health and much of this success stems from the vision and unflagging devotion of Robert H. Felix, who has persistently worked toward the application and expansion of the public health approach to mental illness and mental health. His leadership has been directly instrumental in inspiring the confidence of the Congress, the Executive Branch of the government, his superior officers, and his colleagues. One nationally known scientist says: "I can tell you there exists in NIMH an esprit de corps, which stems directly from Dr. Felix, that is unique in any organization of this size. I have often pondered how he can know so much about the various programs, maintain the fantastic schedule that he does and be as effective as he obviously is. One of the basic reasons for his success is his rare ability to concentrate only on what he is doing at a given moment and then relax at every possible opportunity. He is a real father figure to the National Institute of Mental Health and he apparently has that rare virtue of leaving all of his troubles and not taking them home with him."

His hobbies amuse everyone. He goes into everything with such enthusiasm that he is unaware that he is exaggerating. The modest victory garden he had during the war, the roses he grew in Washington, next the dahlias. Then the woodworking in the basement--he is tooled up to make B-59's. The estimate is fifty dollars worth of tools for every dollar project. There are amusing anecdotes, too--the "tomcat" which had kittens, the purple exclamations when the admiral's key was down on the intercom system--but we can't go into them. His intimate friends see him as a man of open heart, great warmth, and a quality of humor which has endeared him as "The Kansas Windstorm."

Honors have been plentiful, as might be supposed. He holds Doctor of Science degrees from the University of Colorado and Boston University, and Doctor of Laws from The University of Chattanooga and Ripon College. He is a diplomate, and member of all of the psychiatric and Public Health societies that he should be, and is a certified mental hospital administrator. He was Chairman of the Budget Committee of the APA for ten years and Treasurer for one. He has represented his country abroad and at home in many capacities in the Public Health Service and these, plus his many honorary positions and national organizations, constitute a formidable array, too numerous to mention here.

His deepest loves are his family, his country, his work, his church, and his friends, and all of these should be put first. He is a vestryman in the Episcopal Church and the class he runs on Sunday about everything in particular has to put out the (H) sign. Through all of this runs a deep sincerity and a desire to help people. It is difficult to write his biography; it sounds so much like a psalm of praise, even though one starts without that intention. There is no doubt, however, about his genuine sincerity and his very abilities; if he has any enemies, they are simply potential friends whom he has not had time to level with as yet. As we survey this rather breathless, but wonderfully productive, career in which a dedicated man carried the lamp of sane benevolence chiefly for "the weaker by the wall," we can say to him and of him:

**The secret consciousness
Of Duty well performed--the public voice
of praise that honors virtue and rewards it
All of these are yours.**