OREGON HEALTH & SCIENCE UNIVERSITY
ORAL HISTORY PROGRAM

a project of OHSU's Historical Collections & Archives

an interview with:

James (Jim) Huntzicker, Ph.D.

interview conducted on: March 9, 2009

by: Niki Steckler, Ph.D.

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Interviewee: James (Jim) Huntzicker, Ph.D.
Interviewer: Niki Steckler, Ph.D.
March 9, 2009
Site: Portland, Oregon

[Begin Track One.]

STECKLER: Okay. This interview of Jim Huntzicker was conducted on March 9, 2009, as part of the Oregon Health and Science University Oral History Program. The interview was held in the Bick Building on the Marquam Hill campus. The interviewer is Niki Steckler, PhD. This is tape one.

So, Jim, good morning.

HUNTZICKER: Good morning.

STECKLER: I am looking forward to hearing about your history, and about the history of OGI. And I'm realizing that I don't actually know that much about your personal growing up history. I know that you grew up in Ann Arbor.

HUNTZICKER: Mm hmm.

STECKLER: So tell me a little bit.

HUNTZICKER: Yeah. So actually, I was born in St. Clair, Michigan.

STECKLER: Okay.

HUNTZICKER: In 1941. Moved to Ann Arbor in 1945. It must have been, must have been right after the war ended. Went to school, did all my schooling in Ann Arbor. Graduated from Ann Arbor High School in 1959.

STECKLER: Was someone in your family associated with the university?

HUNTZICKER: No, no. my father worked in companies that were suppliers to the auto industry. He worked for, in the early '50s, he worked for Henry Kaiser. Kaiser, there was actually a Kaiser automobile. Kaiser Fraser. And then he worked for small independent companies that manufactured plastics. Plastics was the new thing.

STECKLER: Oh, goodness, yeah.

HUNTZICKER: The future is plastics.

STECKLER: Yes.

HUNTZICKER: And so all this plastic dashboard stuff that you see in even cars today was manufactured by the companies that he worked for–

STECKLER: Got it.

HUNTZICKER: –or represented. Some years he was just a manufacturer's rep. Other years, I think he worked directly for companies.

STECKLER: Got it.

HUNTZICKER: Family income went up and down, depending on how the automobile industry was doing.

STECKLER: Yeah. I can imagine.

HUNTZICKER: Some years were really great years. Some years were lean years. Majored in chemistry. Did okay. Not spectacularly. And not really knowing what I was going to do after I finished Michigan, I thought, well, go to graduate school. And I applied to two graduate schools, MIT and Berkeley. Chose Berkeley for two reasons. One is, it was really far away from home, and it was in California. And, two, the professor I was working for at Michigan was a Berkeley grad. He had worked, he had done his PhD work in the 1940s as part of the Manhattan Project.

So off I went to Berkeley in 1963. Drove across the country. And we took the northern route. I was driving with a friend of a friend. And we wound up in Eugene, Oregon. Spent a few days there. I can remember driving up 99, because I-5 didn't exist at that time, to Portland. And then we drove, must have driven out to Florence or somewhere like that, after that.

Then I left my two friends in Eugene and drove solo down 101 to Berkeley. I remember crossing the Golden Gate Bridge and just seeing that whole panorama spread out before me. It's pretty amazing.

And I didn't really have any idea where I was going to live. I just sort of showed up in Berkeley. There was a fraternity, a professional chemistry fraternity, which seemed like a reasonable place. So I stayed in that for a year, but was really glad to get out of that. And lived in an apartment in Berkeley with actually a friend from Michigan and another, another new friend from Michigan, who couldn't have been more opposite in political upbringing than I. He was the son of a radical sort of labor organizer in Detroit. And I was the son of very conservative Republican parents in Republican Washtenaw County, Michigan.

And in 1964, that was the year of the free speech movement in Berkeley. And of course, everybody went to it. I went to it. I didn't get arrested, but my roommate did. And I learned what it takes to bail somebody out of jail.

STECKLER: Which is?

HUNTZICKER: Which is, you have to have money. You have to have cash. And three hundred dollars was a lot of cash for a graduate student to have. And it turns out that my friend who was arrested, his uncle managed a restaurant for the Kingston Trio in Sausalito. So we drove all the way over to Sausalito, wrote him a check, which I don't know whether it was good or not, but they gave us three hundred dollars. We then drove to the Alameda County Jail, which was out in the, which was way out in the sticks, at that time. Livermore. Bailed him out. Of course, his handwriting was so bad that when we gave his name, they had a hard time finding him because they couldn't read his name. But, we got him out.

It was the same year that I took my oral qualifiers, which totally terrified me, but I passed them. Took five years to finish at Berkeley. And did a PhD thesis in developing a way to measure temperatures at about a thousandth of a degree above absolute zero. And one of the conclusions of that work was that I was never going to do that work again. Because although it was interesting, it was hard to see what the practical application was.

And so, I moved on. Did a year post doc in the Physics Department at Berkeley. Then accepted an invitation to go to Berlin. And was visiting assistant, what was it? I don't remember exactly what my title was. But I was at the Frye University, Berlin. The head professor there had been a post doc at Berkeley, in our group. And a bunch of us went over: myself, Steve Rosenblum, Bill Brewer. We set up a little American colony there in the first physics institute. And I was there for a year and about three months. And that was a pretty hard time to get a job in science, because the Vietnam War was really getting going. The funding for science had been severely cut back in the US.

So another opportunity came along, which was to spend a year in India. And to do that, I had to get an appointment in the Physics Department at UC, Berkeley. Well, that was probably one of the best physics departments in the world at that time. But somehow I managed to do that. Because it was understood that I really wouldn't ever go back to Berkeley. That was just a way to get me to India.

STECKLER: Hmm. Why was that an important step along the way? The physics of the chemistry that you were going to be focused on?

HUNTZICKER: Well, it was a way to, there was no really scientific way about it. It was just that, in order to go to India, to the Indian Institute of Technology in Kanpur, I had to have an academic appointment at some American university.

STECKLER: Got it. Got it.

HUNTZICKER: And so I managed to wangle something at Berkeley just by the good graces of one of the professors there, and the influence of my Indian friend, who was a professor. So I went to Berkeley in 1971, and along the way, I'd gotten married and we'd had our first child. So when we went to India–

STECKLER: Can I, how did you meet Patty?

HUNTZICKER: I met Patty through the Catholic Student Center at Berkeley, the Newman Center. And we were both active in it. And we got married in 1967. Had our first child in ’69, just before we went to Berlin.

STECKLER: Got it.

HUNTZICKER: And so we wound up in, I remember getting off the plane in New Delhi. And it was January, late January of 1971. And the first thing that hit you getting off the plane were the smells. Because the, it wasn’t a disagreeable smell, but it was a different smell. Because the fuel that used to cook and keep people warm was basically dried cow dung. So it probably was about three in the morning when we got off the plane. And we were met by an American, because my job there was being funded by the US Agency for International Development, through something called the Kanpur Indo-American Project.

So they took us to this posh hotel. Not an Indian, hotel, but something put up by AID. You know, it was like California transplanted into New Delhi. So we, it was dark. We went to bed. And woke up by, didn’t get much sleep. Woke up probably about dawn, and looked out the window. We were up about, I don’t know, fifth or sixth floor. And what you see is this plane, the Gangetic Plane spread out before you. And you see all of the people out there, basically, um, doing their morning ritual. Which was basically going to the bathroom out in the fields. And it was like we had landed in a different planet. Or at least we’d gone back in time a thousand years.

So we got dressed. And when we took this elevator down to this American restaurant. And did about a week of orientation there. And then we, at the end of that week, we got on a train. And trains in India were very interesting. There was third class, which I never did. And second class. And first class. And then air conditioned first class. And most of the Westerners did air conditioned first class. That meant that you had a fan in the compartment, and probably was a little more expensive. But I never saw the expense, because it was always covered by the program.

So we took, we got to the train station. And there are two train stations in New Delhi. Or actually in Delhi. One is the old Delhi train station, and one is the New Delhi train station. And we went to the old Delhi train station. And just this incredible mass of humanity. More people than I’d ever imagined. And just driving there was the most remarkable experience. Because there was no distinction between where people were and where automobiles were. And it wasn’t just people in automobiles. It was cars and bicycles and motorbikes. All sorts of things. These little human-drawn, well, not human-drawn, but these bicycle rickshaws. And, boy.

So take the train to Kanpur. Kanpur is a city that is on the Ganges River. It’s about midway between Delhi and Calcutta. And it’s on, the road there, it’s called the Grand Trunk Highway. And that was the, we drove that road a number of times. But get to Kanpur, and we get in Kanpur, and it’s this old industrial city that the British had founded in the nineteenth century. And it’s where the armed resistance to the Brits

really started. Something called the Sepoy Mutiny in, I don't know, 1850s or '70s or something.

But where we were headed was the Indian Institute of Technology. And it was one of five IITs that had been founded with significant foreign assistance. There was an American backed one, that was the one in Kanpur. There was an English backed one. I think that was the one in what was then called Bombay. There was a Russian backed one in Calcutta, a German backed one in Madras. Madras is now called Chennai. And there was another one. Oh, in Delhi. There was one in Delhi. And I might have gotten the nationalities mixed up on that. And then there was something called the India Institute of Science in Bangalore, which was not part of that.

And so my job was to be a member of the physics faculty there. And these, probably the students at these IITs, but particularly Kanpur, these were the best and the brightest. They probably represented the upper one-tenth of one percent of students. The competition to get in these schools was amazing.

So here I was, I was, let's see, this was 1971, so I was, when I started there, I was twenty-nine years old. And I remember meeting the department head, Dr. Mahanti. And he had let me know that I should look through the curriculum and decide which courses I wanted to teach. So I looked through the curriculum and I said wow, this looks cool, this looks cool.

So I go into his office and I said, "Well, I'd like to teach these courses."

And he said, "Well, Jim, that's nice. Professor So and So has already got that course. Professor So and So has already got that course." And we went down the list, and my whole list was gone. And he said, "Well, we do have, we do have, you could teach a section of this first level master's course in electricity and magnetism." And I said okay. And he said, "But what we really need is somebody to teach the electronics for physicists course. Nobody wants to teach that course. And you're going to teach it."

So I thought to myself, well, this will be challenging, since I really don't know much about electronics, and I was never very good at it when I was a graduate student, but we'll do it anyways. So I remember walking– so that was really in the second semester. The first semester I was teaching this E&M course, electricity and magnetism.

I remember walking into, the first time I walked into the classroom, everybody stood up. And I was so shocked I almost turned around and walked out. So it took me about two weeks before I could get them to stop standing up. But I could never get them to stop calling me "sir."

So anyways, I taught that course. And I don't remember too much about it. They were really bright, bright kids. They all wanted to leave India. Every single one of them wanted to leave. And they wanted to go to the US or the UK. And that struck me as a bit sad. Because these were the best and the brightest.

So we moved on to the second semester. And now I was teaching this course. And there was no course design at all for it. Nothing. And on one of our periodic trips to New Delhi, I'd met this book salesman. And he was sort of a crazy guy. And his job was to sell American textbooks in India. But there was an agreement between the two countries where they could be sold at Indian prices rather than American prices. So I loaded up on a lot of textbooks in New Delhi. But I got one from him, and it seemed like

a good enough textbook. And then I basically wrote my own book, lab book. And we had a lot of fun in that class.

It was still, India had not made the transition from vacuum tubes to transistors. It was just starting to do that. So we had to cover vacuum tubes and transistors.

And had a couple of memorable experiences in the lab. Like in the US, everything is wired with three wires: a hot, a neutral, and a ground. But unlike the US, they didn't always pay attention to where those three wires should go. So on two occasions, I remember plugging some instrument into the wall socket. And three sockets down, this bolt of lightning comes shooting out. And the first time, it just scared the daylights out of me. The second time, it scared the daylights out of me and I started, I remember distinctly started yelling at the lab manager. I said, "Can't you fix this?" Well, he must have fixed it, because it never happened again.

We were, I won't talk too much more about this. But one of the other things I did there was, and this was probably the most interesting thing. Typically, most of the people, the students in the faculty were from the upper classes in India, and not used to working with their hands. So one of the things I did there was organize a class in machine shop techniques. I wasn't a great machinist. I knew a little bit about it. But I found a machinist there who could do some teaching. And we just made it open enrollment. There was no academic credit.

And I have this vivid memory of this theoretical physicist, probably from one of the highest castes, going in there, working on the lathe, making something. I don't remember what he made. And I thought that was pretty neat. I thought, that's when I was convinced that India was a place where you could do anything. That nothing was impossible there.

Well, there's lots of other stories. But I think we'll leave those. We lived in a small house. When we arrived, they had servants there for us, people who would cook our meals. Probably a good thing, because you just didn't go down to the supermarket to get your food. You went down to the bazaar and you got whatever. We were, we ate no beef in that year, unless you count water buffalo. And where the water buffalo came, I never asked. But I saw a lot of dead water buffalo along the road, and always wondered if that was the next meal. So we always ate it well cooked. But being in India was lovely. Wonderful hospitality.

Near the end of our stay there, war broke out between Pakistan and India. It was the last war that the two countries fought, at least up to this time, 2009. And I remember, actually, I remember driving, we had an old Volkswagen bus that had been driven overland from Germany. Not by us. But through Afghanistan, over the Khyber Pass, through Pakistan, down into India. And we were driving into Kanpur to watch a movie. I think it was *The Graduate* we were going to see, a very censored version of *The Graduate,* since you couldn't even show kissing in Indian movies. And we came to this big crowd. And all the lights were out. There were police everywhere. And we were told to turn off our headlights, which wasn't too unusual, because most Indian cars didn't turn their headlights on anyways when they were driving at night. And we learned that war had been declared. And that went on for most of the remainder of the time that we

were there. And that was really the war of liberation for Bangladesh. That's how it got started.

I had to prepare lectures by candlelight at night, with blankets draped over the windows. And we had a few air raid alerts. The Pakistanis were flying American made jets. And there was an air force base in our general region, but the jets didn't have enough range to fly from Pakistan to Kanpur and back, so we never really worried too much about it.

So we left at the end of 19, at the end of January, '72. I had gotten a little frustrated there. The university people were very nice, but the faculty was really oblivious to what was going on around them. They couldn't see the poverty. Or at least if they could, they weren't going to admit it. And they really sort of kept themselves aloof. And it was so obvious that there were things that needed to be changed. And all we were doing at Kanpur was we were educating people to go off and work in the US or the UK. It just didn't seem like the right thing to do.

So it also turned out that about, oh, I'd say a few months before we left, my wife started feeling poorly. And we didn't know what it was. They couldn't diagnose it in Kanpur, so we went up to a hospital in Delhi, which was a very nice modern hospital. And the verdict came back that she was pregnant. So it put a little bit of urgency onto trying to figure out what to do after Kanpur. And so that, it seemed like the thing to do was to get a job. And so I started writing letters about two months before we were leaving. And of course, you write a letter. There was no email. You couldn't even make a phone call. So you'd type up a letter, you'd drop it in the mail. And maybe three or four weeks later, it would maybe get there.

So I sent letters off to universities, because I couldn't think of anything else to do, since I'd just been in academia my whole, my whole short life. And we thought, well, you know, if nothing else works, we'll just go back to Berkeley and hang out and see what we can come up with.

But about three days before I was, maybe a week before I was supposed to go, I got this letter from Cal Tech, one of the places I had written. And it said, why don't you come and interview. And I had, actually I had applied for a job in their environmental science program. And I wanted to do air pollution, because it was an interest that had developed. And so I wrote them back, or maybe I telegrammed them, I'm not sure what I did. I said, "Okay, I'll be there."

So we changed our plans, few to L.A. My wife Patty had a grandmother in, living in Alhambra, which was near Pasadena, so we stayed with her. And I interviewed, it was in March, I think. No, must have been February, because I left in January of '72. Interviewed with a professor by the name of Sheldon Friedlander. And he sort of questioned me. And he was a pretty tough cookie. Very smart. So he said, "Well, I'll think about it."

So a couple of days later, he said, "Okay, I'll hire you." So I got hired as a post doc. And this was 1972. And I think we were going to be paid the magnificent sum of about eight thousand dollars. And it was going to come in quarterly payments. So we had, there were four of us. But it didn't seem too bad. And we somehow managed to get to the end of each quarter.

I became interested, Sheldon Friedlander was, actually, as it turned out, was one of the world's experts in aerosol physics and chemistry. Aerosol is a collection of airborne particles. So I got very much involved with him. The wonderful thing about Cal Tech was, is that, it was a small university, very unlike Berkeley. Very high caliber. You would, you could bump into Nobel Prize winners in either place. I remember at Berkeley, running into people like Owen Chamberlain on some peace march. But at Cal Tech, you'd run into people like Richard Feynman and others.

So I learned a lot about aerosol physics. But it was clear, it was clear that there wasn't a long term future there. And I was there a couple of years. And I remember as I was starting to look for a job, Shel Friedlander came and said, "Well, would you be interested in staying another year?"

And I said, "Well, is there any long term future here for me?" And he said no. So I said, "No, I don't think so. I think I've got to get on with this."

And I remember that early in my time in Cal Tech, I had gone to the library just to sort of look around, look at college catalogs. And I came across this really strange place called Oregon Graduate Center. And I looked at it, and it was sort of this utopian thing where faculty could do whatever they wanted, and they didn't have to worry about money. And I thought, well, that's pretty cool. And I had been to, I had been to Oregon before. I had driven there. And I had actually taken a vacation there when I was a graduate student at Berkeley.

So I set it aside and a year or so later, when I was actually getting serious, a letter got passed around from Oregon Graduate Center saying they were recruiting faculty in air pollution. And it was signed by the guy who was head of the environmental technology department, Ed Baum. So I wrote him a letter. And I also applied, I remember I applied to the University of Delaware in their chemical engineering department. I applied to the California Air Resources Board. And I think I, there was another place, I think it was a company. Anyway, and I had to take the civil service exam, too, for the Air Resources Board. Managed to pass that. Got an offer, went to Delaware, interviewed there. Newark, Delaware, as distinguished from Newark, New Jersey. Got an offer from them. Got an offer from OGC. Got an offer from the Air Resources Board. And decided to go to Oregon because it seemed more challenging.

And so in September of, actually August of 1974, we loaded up our car, our 1972 Dodge Colt station wagon, put the four of us in there, and drove north on I-5, which I think was mostly complete by that time. And I remember coming down into Eugene, down the hill there. And couldn't believe how polluted the air was. I thought we had escaped air pollution in Pasadena. But that was the time when field burning was still very much happening. So we drove through the smoke, and drove to Salem, where we lived. Because my wife was going to Oregon State University, and I was going up to Beaverton, to OGC. So she would go one way and I would go the other way. And we'd drop our kid off at daycare and pick them up on the way back.

So OGC was an interesting place. It always has been an interesting place, never without challenge.

STECKLER: Now it was pretty young at the time. Am I right? When did it start?

HUNTZICKER: Yeah. OGC was actually, we were chartered in 1963, but we didn't begin operations until 1968. The first employee was a guy named Carl Miller, who had a variety of roles. Carl is still around, still shows up. He was employee number one. And he was, and I don't know who employee number two was. It might have been Dick Kerr, who was a faculty member at PSU who was recruited to join OGC. And Dick and Carl were very close friends. They'd gone to high school together. Dick went on to get a PhD in physics or double E or something. So he was there. He and Carl were there when I showed up. There were other faculty. Tom (Luer?) was a chemistry faculty person. Turns out that unbeknownst to us, we had gone to the same high school. We had graduated in the same year from the University of Michigan chemistry department, not knowing each other. He had gone off to the University of Chicago for a couple of years, and then came back to Ann Arbor. And we were not in the same classes.

There was Jim Hurst, Ed Baum, Rich Pitter, who was in the environmental technology. I think I mentioned Doug (Barovsky?), who's still a close friend, now retired from Oregon State University, living in Bend. Nick (Ayre?), (Erwin Rudy?), Fred Holmes, who's still around, retired. Doyle Davies, who was head of chemistry.

In those days, I think we had a chemistry department, we had environmental technology, and we had applied physics. Oh, yes, and we had material science, which was headed by Irwin Rudy. Bill Wood was a young faculty member in that department, had joined the same year I did. He had done his PhD at Berkeley. And Lynn Swanson, who had joined the year before I had. Lynn was a very highly regarded physical chemist who had sort of morphed into a surface physicist. And had a laboratory which if you were to place it now, would be right where Ann's Deli was. And he had a group of people, Noel Martin, he had some really good graduate students. And they also had a small company that they called FEI.

And my first impression of sort of walking through the doors at OGC was wow, this is a strange place. It doesn't really know what it's doing, was sort of my take on it. As it turns out, I'd get a chance to have something to do with that, in pretty short order. Because in 19, I got there in '74. And in March of '76, I was asked to become head of the department of environmental technology. They'd decided to make a change. And I was an assistant professor. And I said okay, I'll do it. Of course, they didn't say, "Here's money. Go and do all these wonderful things." They just said, "Take over."

So I knew nothing about management. I knew nothing about money. But I knew that money was something that we were totally stressed out about. So I tried to do a quick learn on that. I can remember preparing departmental budgets using these huge spreadsheets. Now these were not electronic spreadsheets. These were things that were a bout this long, in columns, and calculators. It was a really arduous job because we had a bunch of research grants. Most of our money came from research grants. So we had to figure out every year how we were going to pay our salaries and who was going to get supported by what, and what we would do if we couldn't get enough grants, and so on and so forth. And that was the continual stress at OGC, was where is the money coming from?

One of the earlier things that we did, and this would have been in 1976, was my colleague and close friend Doug (Barovsky?) had some money. He had enough money to support half of a post doc position. And along that time, about that time, we got a letter from a graduate student that I'd known at Cal Tech, a guy by the name of Jim Pankow, who was looking for a position. And so I said, "Well, I can probably come up with a little money from the department." And Doug said well, he could come up with some money. So we offered Jim Pankow a faculty position.

And long about the same time, I got this letter from this professor up at Washington State University, who was looking to relocate. And his name was Reinhold Rasmussen. So I said, "Well, why don't you come down. I don't have any money, but let's talk." And I'd known about this guy because he was pretty well regarded. He'd done some really ground breaking work in measuring trace gases in the atmosphere.

And so he came down. In those days, our president was a man by the name of Ira Keller. And Ira had sort of volunteered to be president of OGC during one of our periodic crises. We had, we were sort of like, I don't know, I'm not sure what the right metaphor is. A little bit like the economy, except on shorter time frame. We would have these boom and bust years, but the bust years seemed to come pretty rapidly. And we had almost closed, just the year before I came. And I'm gong to come back to that.

But to complete the thing on Ira Keller, so Ira was sort of a short man, bald, an industrialist from the East Coast. He had come west after he retired from, I think it was Continental Can or something like that, and got into the forest products industry. He bought a company called Western Craft, in Albany. And if you, that plant, which was a pulp mill, had the notorious distinction of being singled out by Governor Tom McCall as the stinking cancer on the breast of the Willamette Valley.

Now, Tom McCall is a Republican. And Ira was a Republican. And Ira probably put a lot of money into Tom McCall. But that didn't stop Tom McCall from speaking the truth as he saw it.

But anyway, Ira was an interesting guy. And so everything had to go through Ira, though. Nothing could not go through Ira. So when Rei Rasmussen came to Beaverton, he had to be interviewed by Ira, as I had been when I showed up. And things were more formal then. So Ira always, you'd never see Ira without a coat and tie. And I said, I remember meeting Rei, and Rei came dressed as he always dressed in those days, in sort of a Hawaiian shirt. And I said, "Rei, I think we better put on a tie here."

And he says, "Well, I don't have a tie."

I said, "Well, I've got one. Here." So I gave him my tie. And we went and met Ira. And Ira seemed to be impressed, because Rei could talk a really good game. And one of the reasons we had to impress Rei was, I mean, to impress Ira, was we didn't have any money to hire Rei. So we had to basically convince everybody that if we hired Rei, it would be worth the investment.

So we hired him, and it was worth the investment. He probably over the years has brought in more money than any other faculty person at OGI. With the possible exception of our current faculty member, Antonio Baptista.

But Rei and Jim Pankow did not see eye to eye. So they just had this long running battle. And it was a rather fractious thing. And it was hard to manage that, for me.

But I want to come back now to sort of the boom and bust cycle at OGC. Before I had arrived in ’72, they had basically told all their students that the end was near and it was time to leave. So they took all the PhD students, they got, they gave the master’s degrees and they sent them on their way. But they’d recovered from that. And they were starting to recruit PhD students again.

And I remember having a conversation with one of our PhD students at the time, a guy by the name of Ron Henry, who is now a professor of environmental engineering at the University of Southern California. And he said, “Oh, yeah,” he said, “Jim, I was the student body.”

I said, “What do you mean?”

He said, “I was the student body. I was the only student here at one time.” And there were maybe twenty faculty and fifteen students when I showed up.

So we, somewhere along the way, we got the brilliant idea that if we could recruit master’s students, we could sort of create another revenue source for us. So we started doing that. We kept working on the grants. We managed to occasionally hire somebody. Usually somebody who had money. But it was never easy.

And I remember, I remember one of my department head colleagues, I was sort of bragging to him a little bit that I’d managed to balance our budget. And he said, “Oh, no, Jim, you should never do that.” He said, “If you balance your budget, then you have no hope of getting any money from those guys.” I thought that was a pretty peculiar attitude.

This guy went on to, he ultimately left OGC, became head of the department of chemistry at Lehigh. Then he went on to Rensselaer, where he became dean of arts and sciences. Ultimately finished as acting provost at Rensselaer Polytechnic. And I think retired to New Mexico with Doyle Davies.

But we struggled through. We had a palace coup where the faculty got together and voted no confidence in the current president.

STECKLER: Who was that?

HUNTZICKER: That was Dick Kerr. And for better or worse, he was replaced by a man named Paul Carlson. Every president at OGC had the same dilemma. How to fund the gap between the money that we could generate and the money that we spent. Historically, the way it had always been filled was at the end of each year, the trustees, particularly Howard Vollum, would write a check. And that would balance our budget. But that was not, I mean, they would do it, but they would let us know that they weren’t particularly happy about it.

So Paul Carlson got this idea. He said, “We’ve got this land, and we’re going to buy more land, and we’re going to build a science park.” So he put together some investors. He got, the tax laws were particularly favorable at that time for treatment of passive losses. So he was going to fund this thing on passive losses. So we put together this infrastructure, bought land. I think at one point we had as much as eighty acres. Something like that, seventy-two acres. And we started putting up buildings.

And then, in 1986, one of our Oregon senators, Bob Packwood, decided that the tax laws needed reform. And he was undoubtedly right. But one of the things he did was, is that he took away the passive loss benefit. And that, that undercut what we were doing badly. And all of a sudden, the science park, as we called it, was no longer viable. And that started creating great stresses.

In the same time frame, this would have been 19, a little bit before that, Paul Carlson had stepped down as president of OGC, and had become president of OGC Corporation, which he had established to be the owner of the science park. And he also set himself up to be chairman of OGC, Oregon Graduate Center, and made Oregon Graduate Center a subsidiary of OGC Corporation. A very unpopular move on the part of the faculty.

And he hired a president by the name of Steven (Kahn?), who was an electrical engineer. And Steve (Kahn?) never was able to establish rapport with the faculty, and lasted about eight months. And the faculty was in total revolt. This was worse than ’76 when we voted no confidence. We were going to do that again.

So I remember one day walking over to Paul Carlson’s office, which was in the science park, not in the OGC. It was the building opposite where planar systems had operated, and is still operating, at least partially. And I said, “Paul, this whole thing is falling apart.” I said, “This guy has got to go.”

And he said, “Well, yeah, I know that. But who’s going to take over for him?”

So I said, “Well,” I don’t remember what I exactly said to him. But I said I could do it. Those weren’t my exact words.

And he said, “Well, okay.”

So in fact, maybe Steve (Kahn?) had already been gone and Carlson was acting as some sort of interim. I don’t remember. Anyway, so I became, this was in May of ’86. I became executive vice president of Oregon Graduate Center. And Paul Carlson took on the role of president.

And that did not satisfy the faculty. And so along about January of ’87, the board made me acting president. And Paul Carlson remained as chairman of the board. So I went on and I had to manage this institute, this crazy institution, which hadn’t really changed a lot since when I first came. We were still totally dependent upon research money, on grants and contracts. And we had a really good faculty. Most of them were pretty solid performers. But we just could not make it on grants alone. And we weren’t generating much tuition revenue.

So we had a real struggle. And I remember poring over the finances. We had a, the woman who was our comptroller at that time, Dawn Evans, she would present me with these numbers, and I would look at them and had a hard time understanding them. Not that she presented them wrong, but I just had to sort of reframe them so that I could understand them.

And we always had this gap. And it seemed really horrendous at the time. It was a few hundred thousand dollars. That’s what we came up short every year. So we, try as we might, we could never close that gap.

And after about a year of me being acting president, I think the board had sort of let it go on for a long time, because they thought I could calm the place down. And in fact, it did calm down. People sort of settled back into what they were doing.

But while all that was going on, the science park was in serious trouble. So sort of two things happened. One is, the board decided that they were going to go out and hire a president, a real president. And I was ambivalent about whether I should have competed for that. I did. It was probably not the right decision, but I did. And at the same time, the board was now, the board of the science park and the board of Oregon Graduate Center, they were one and the same. And the science park was in deep trouble.

Now one of the things that had happened in 1986 was, I think it actually happened in 1985, our principal benefactor and one of our founders, Howard Vollum, died. And we became a principal beneficiary of his estate. What he did was he took his estate and he sort of split it in two. half went to his family, and then he took the remainder and gave it to the institutions with whom he was associated. And there were four principal institutions. There was University of Portland, there was Reed College, there was Oregon Health Sciences Center, and there was Oregon Graduate Center. And we each got equal shares, more or less equal shares. And then there were lots of other smaller beneficiaries.

And so we had to, it took a long time to negotiate that, how this was all going to be paid out. And it was going to be given to us in Tektronix stock. Well, when Howard died, the value of his gift to us was about ten million dollars, which was a lot of money. But it took many, many months to finalize this deal. But as luck would have it, as good luck would have it, the stock rose in value by about 50 percent over that time. So now we had fifteen million dollars.

So now here we are, and we had in our bylaws, we had to sell the stock right away, as soon as we got it. So we got it, we sold it pretty much at its peak. And we had fifteen million dollars in endowment.

Now, we have this science park that's in trouble. And the trustees looked at this fifteen million dollars. Or actually, Paul Carlson looked at this fifteen million dollars and said, "This is how we're going to get ourselves out of trouble."

And I would get invited to these board meetings for the science park, although I was not part of the board. And I said, "I don't think so. You can't have our endowment."

So they backed off of that. They did not go after our endowment, to their credit. But they were still having problems. And one of the companies that they had formed was something called OGC Telecom. And it was a phone company which was actually competing with GTE. And its biggest customer was OGC. Our phone service was delivered by OGC Telecom.

And it got in trouble, too. So I remember one of the trustees coming to me and saying, "Jim, we've got to borrow money from the endowment for OGC Telecom."

And I thought well, I thought to myself, so we had pretty much won the big battle. So I thought okay, we'll lend you the money, but we're going to charge you interest. I thought, I'm really being smart here. So we agreed, I agreed to something like five or six percent interest. I probably should have agreed to fifteen percent interest.

But anyway, so it was several million dollars. I don't remember how much. And we got some equity in OGC Telecom. And that sort of sat on the books for a long time. That loan got totally paid back, with interest, by the way.

And actually, to sort of complete that story, a couple of years ago, OGC Telecom, which had since gone independent, is now known as Integra Telecom, sent us a check for, I don't know, five or six hundred thousand dollars, I think to buy out our equity. So just one of those curious things that happens.

So the board, so that sort of quieted things down. It took us years and years, what really saved us in the science park, though, was State Farm, which had been a quiet investor in many enterprises here in, primarily in the Beaverton area, came in and bought the science park. Except for one building, which was the building where Planar was. And that building, we kept on our books for many, many years. I don't know exactly when we sold it. But I think it's only within the last ten years that we sold that building. The reason we couldn't sell it was that we owed more on it than it was worth.

So beginning in late 1987, the trustees began to search for a new president. And the search went on in typical academic style. We had a search committee. And the faculty were actively involved. It came down to the final four people. I was in there. There was a guy from Houston. A couple of other people. And it was decided to offer the job to this person from Houston.

And so they sent a team of faculty down there to check this guy out. And it turns out that when they got down there, he'd already told everybody that he had been offered the job at Oregon Graduate Center. And so the faculty came back and reported that, and he was immediately struck from the list. And so I wasn't sure what to make of that.

So by that time, there are only two of us left standing, me and this other guy. But they decided to reopen the search. And I recall, I don't remember how many people showed up in the second round of the search. But there was one guy, a guy that I sort of knew. His name was Dwight Sangre. And the reason I knew him was because he had been head of the civil engineering department at Carnegie Mellon. And I had had some correspondence with him because a close friend of mine was in his department, he was department head there, and I had to write letters of recommendation supporting the promotion of my friend, Cliff Davidson.

So I remember I was the first person to meet Dwight Sangre when he came to Portland. And I met him in the lobby of the Benson. And I knew, I knew in the first thirty seconds that I met him that this was the guy they were going to offer the job to. Because he projected, he had that presidential projection. And as it turns out, they did offer him the job. And Dwight kept me on as vice president for six months. And then he decided that I was going to be provost. And so I became provost in January of '89.

This might be a good place to stop and change tapes.

HUNTZICKER: Okay.

We're out of tape at the moment, (full?) one.

[End Track One. Begin Track Two.]

STECKLER: This interview of Jim Huntzicker was conducted on March 9, 2009, as part of the Oregon Health and Science University Oral History Program. The interview was held in the Bick Building on the Marquam Hill campus. The interviewer is Niki Steckler, PhD. This is tape two.

And, anytime.

HUNTZICKER: So we were talking about Dwight Sangre.

STECKLER: Mm hmm.

HUNTZICKER: So Dwight, as I said at the end of the first tape, I was absolutely convinced that Dwight would be president, and I was right. So he became, I stepped, my last day as president was August 31, 1988. And Dwight started the next day.

One of the last things that I did was to sign an intellectual property agreement with Dan Hammerstrom, one of our faculty, who was using research that he had conducted to start up a company called, it was first called Adaptive Systems, and became called Adaptive Solutions. And Dan had a young attorney by the name of Bill Campbell who worked with a relatively new law firm in town called (Ader Winn?).

And I thought gee, I better get an attorney because I don't know anything. So there had been this young attorney who had been sort of hanging around OGC. We had formed something called, actually, I hadn't done this, Norman Eder, who ultimately became our vice president of public affairs, had formed something called OGC Associates, I believe. And this young attorney, whose name was David Wu, was part of that group. And David would show up on campus in this beaten up old car, this Ford Pinto, which I don't know how it ever managed to move. But it was memorialized in one of David's campaign ads a few years later when he decided to run for Congress.

In any event, so we got that all done. And I became, I stayed on in the administration, although certainly I was ambivalent about that. Dwight became president. Ultimately, I became provost. And Dwight embarked on a campaign to really build Oregon Graduate Center. And one of the first things he did was he wanted a better name for us. And so he formed a committee, and we went back and forth. And finally we decided on Oregon Graduate Institute of Science and Technology. Yeah. Or for Science and Technology. I don't remember anymore.

And that was approved by the trustees. And then we decided to do, or Dwight put together a group of trustees, a development committee. He hired a development director by the name of Tom Wilson. And the goal was to raise forty million dollars to build buildings and to hire faculty. And the first major success of that grant was when Ed and Sue Cooley gave six million dollars to OGI now to build the Cooley Science Center. It was a twelve million dollar building. And we raised most of the rest of the money, although we didn't raise quite enough to build it out. So one of the floors, one of the lab

wings, was left not built out. And we dedicated that building in, oh, let's see, it would have been '92, I believe.

And then, Dwight got another significant gift from (Morry?) Clark, who was a trustee. (Morry, Morry?) was from a timber family. His father, Wilson Clark, had started, as (Morry?) said, had started in Michigan along with George Weyerhaeuser and cut their way west to Oregon. And if you want to see the history of Clark Lumber Company, stop at that, what is it, Mile Eighteen Restaurant on 26. Is that, on the way to the coast. On the way to Cannon Beach and Seaside. It's a great, nice little restaurant with the history of Clark Lumber in there.

So anyway, (Morry?) gave a bunch of money, I don't remember how much. And we formed the Wilson Clark Center for Lifelong Learning. We built that, which was really a renovation of the old chemistry building. And put a second story on it. It was really good thinking on the part of Dwight. We had considered that years before, but had rejected the idea because we didn't believe that the building was structurally sound enough to handle it. But we were wrong. Or actually, Paul Carlson was the one who had thought about it.

So, just a little anecdote about (Morry?) Clark. (Morry?) was probably one of the richest guys in Oregon. And I remember sitting next to him in a board meeting. And he said, "You know, Jim, this has not been a good day for me. I just got asked to leave the board of Willamette Industries," which was the company that had bought up Clark Lumber. He said, "I own four hundred million dollars worth of stock in that company. I think I should still be on the board. But I can live with it," he said.

He also owned a good chunk of Cannon Beach, too, and was a great supporter of the theater there, and many other things going on in Cannon Beach. And he was a supporter of many, a quieter supporter of many charitable causes around Portland. Many of them associated with Catholic enterprises. Jesuit retreat center, and so on. Jesuit retreat house, and so on.

So he got, Dwight got the Wilson Clark Center built. But he and I had different ideas about how our institutions should be run. And there was a gap really growing between us. And it was also, it was also a stressful time for me in a number of ways. And there was a lot of faculty unrest, because as we grew, the demands on us to raise more money became stronger and stronger.

And we had a very active program in Washington, DC, run by Norman Eder. And Norman, we were very fortunate at the time, because Mark Hatfield was chair of the Senate Appropriations Committee, and Les AuCoin was senior Democratic member on the House Appropriations Committee. And between the two of them, they managed to send a lot of money to Oregon. In fact, at one point, the *Chronicle of Higher Education* published a list of porkers, institutions which benefited through earmarks. And number one on that list was Oregon Health Sciences University. And number ten on that list, or somewhere on that list, was Oregon Graduate Institute. We were in the almost big leagues.

My guess is that over time, Norman brought in maybe fifty, sixty million dollars to OGI. And he would occasionally take me to Washington with him. And one trip I remember, I was sort of on my own. And I had an appointment with Elizabeth Furse,

who was now our congressional representative, Les AuCoin having left the house after being defeated by Packwood. And I remember seeing this guy walking ahead of me up towards the Capitol. And I said, oh, that's Mark Hatfield. So I sort of hurried along and caught up with him. I had met him a couple of times, but I was sure he didn't know me. So I reintroduced myself to him. And we then walked together to the capitol. And he kept asking questions about OGI. And we certainly regarded him as one of our founders. And he knew everything about us. And it was a truly remarkable experience.

This man was one of the giants of the Senate. Probably will be remembered for a long time as probably one of the very few pacifist Republicans in the Senate. One of the reasons for his views was that he had been one of the first American military into Hiroshima after the bomb, and had seen the devastation that it had wrought. And ever after, could just not accommodate war.

But anyway, Mark Hatfield was a decent human being who whenever we asked would come to OGI, whether it was a commencement address, or whether it was something celebrating our twenty-fifth anniversary and so on, Mark was always there.

But anyways, but to sort of internal dynamics. Tension was growing at OGI. We were doing a lot of good things. We had built these buildings. Dwight had this really strong desire to build our graduate student population. And he had sort of handed that job off to me. And I had the good fortune of hiring Marcia Fisher, who was an experienced person in building enrollments. And she came and she put together a great program for recruiting tuition paying master's students. At the same time, we convinced our computer science and engineering department that it would be to their benefit to offer their classes in the late afternoons and evenings, because there was a big, sort of latent market out there in the industry for graduate education in computer science. She was able to convince them that it was the right thing to do, basically because she went out and surveyed the industry and they said yeah, we want this. So we did it. And lo and behold, all these people started showing up for classes. And it became this huge revenue generator.

But the more we brought in, the bigger the gap became. And we were never quite able to close it. And the pressure, Dwight expected me to sort of transmit the pressure back down to the faculty. And it was a role that I wasn't particularly comfortable in. So ultimately, we had a falling out. And he decided that I was not going to be his provost any longer.

So the last day of being provost was, I think it was the end of June, 1994. And I remember moving my office from where it was in what we now call the Paul Clayton Building to, over to the Wilson Clark Center. And moving into the space that I'm currently in.

It's not that we didn't accomplish some things in those times. Probably the most significant thing that we did was we established a department called Management in Science and Technology. And that idea started out in our Office of Continuing Education. And the person who was head of that department had told me that–

Excuse me. You're fine. You're leaning forward. I just want to shift–

HUNTZICKER: I'll–

That's okay. I just want to shift the camera. Because if you're comfortable–

HUNTZICKER: No. That's okay.

I'm sorry.

HUNTZICKER: No. That's fine.

Pick that back up.

HUNTZICKER: So the person who was head of our Office of Continuing Education said, "You know, I think there's a market out there for management classes." So she went out and she surveyed them, the companies, that is. And we originally just going to do some continuing ed, some short courses. And she said, "You know, there's a market out there for an academic program, for a degree. And it's not for the MBA. It's for a master of science in management." Because that was in one of those times when the MBA was sort of in its down cycle. It goes up and down.

And along about the same time this person who had just graduated from the U of O with a doctor's degree in business, Lynn (Persing?), walked into my office. Actually, she didn't really walk into my office. Her husband, David Novick, was on our computer science department. And he introduced her to me. And Lynn was looking for something to do. So I said, "Well, you know, we're thinking about starting this program. You want to get involved with that?" And she said okay.

And so I couldn't pay her. But she started going out there and doing more interviews, talking to people, starting to create curriculum. And then she came back to me and she said, "Well, I really need to be paid."

And I said, "Well, okay. I can pay you half time." I didn't have any money at all. And the provost, I was on a budget, just like everything else. And the provost's office was, we started running in the red. And a good reason, one of the reasons we were running in the red, is that I was paying her. And it was one of those things where it was, it was one of those permission forgiveness things. I didn't really ask permission to do this. I just did it.

So she kept working on this. And a year went by. And I would stand up at the Board of Trustees meetings and say, "We're going to do this. We're going to do this." And the board sort of said okay, okay. I don't know that they ever believed us.

And finally she came to me and said, "Boy, Jim, I really need to be paid full time." And so I said okay. And I did. And we finally got, she finally got the curriculum together. And we got the board to approve it.

But we ran into, there were sort of two little issues that we had. One is, we had overspent my budget by about a hundred and twenty thousand dollars, which was really big money in those days. And two, our president, Dwight Sangre, wasn't convinced that

we could pull this off. So he said, "Well, I'm only going to approve this if we partner with another school. And by the way, that other school is going to be Willamette University."

So we went down to Willamette. And the president at that time was a guy named Jerry Hudson. And the dean was a guy by the name of Dale (Waite?). Both very nice people. So we worked it out. We created a partnership. And the partnership was that some of their faculty would be involved, and we would pay their faculty, but we would get, if there was profit, we would get the profit. So we signed this agreement. We got our board to approve it. We got all the accreditation squared away. We launched the program. I don't remember which year, but it would have been early '90s, or something like that. And we actually had a big demand. We actually had to cap the enrollment in classes at thirty. And we had some Willamette faculty teaching. Earl (LaTourelle?) was an early faculty member. And then I met Niki. And I don't remember some of those early meetings. And then we made Niki an offer. When did you come to–

STECKLER: I started, I taught a couple of classes early in '95.

HUNTZICKER: '95, okay.

STECKLER: And then you arranged for me to have a visiting professor position starting in September of '95.

HUNTZICKER: Okay. So one of the things about MST, as we called it, was that Lynn was our first department head. But she was, she was not satisfied with the commitment that the institution had made to the department. And she was putting a lot of pressure on me to up that commitment, but I didn't have the resources to do it. And moreover, I was in the process of being let go as provost. So I really didn't have the influence at that time to do much of anything. So Lynn resigned as department head. And I stepped in and took over temporarily. And my job was mostly to hire a replacement.

So we went out on a national search. And the head of our search committee was one of our trustees, Scott Gibson. And we ultimately hired Fred Philips, from the University of Texas. So Fred came, he must have come in, I don't know, '95.

STECKLER: September of '95.

HUNTZICKER: September of '95. And Niki came in '95. And Fred took over. And I pretty much stepped away from MST at that time. And I focused all my energies on starting something called Center for Professional Development, which was a training organization which was targeting people in the high tech industry.

In, let's see, in '94, I'm sorry, I'm getting things out of order here. But in '94, things got really out of control at OGI. We had overreached, the board, we had a debt to endowment ratio of 1.0. And I remember a Board of Trustees meeting where our comptroller, (Barbara Carson?), stood up, and showed a slide that said, showed our

endowment at something like eighteen million dollars, and showed our indebtedness at $17,999,900. And this was a big shock to the trustees. They did not know this.

And one of our trustees, Doug Strain, was sitting next to me. Doug, along with Howard Vollum, was really one of the two people who founded what became known as Silicon Forest. He founded a company called Electro Scientific Industries, ESI. And he leaned over to me and he said, "Jim, it looks like some of us older trustees are going to have to die if we're going to save this institution." The implication being that it would come from our bequests. Interestingly, that was 1994. Doug Strain died in 2008, having lived a long and fruitful life.

But what happened was, the board chair at that time, Ed Cooley, then became very proactive, started digging into what was going on. Decided that it was time for a change in leadership. And on our board at that time was Paul Bragdon, who had been president of Reed College. And Paul was on the board as a result of a strange set of circumstances that basically Norman Eder and, to a lesser extent, I had cooked up.

We had always been trying to get money from the state of Oregon, never with any success. But we got the state to get behind something called the Oregon Advanced Computer Institute, OACIS, which we called "Oasis." And Neil Goldschmidt was governor at the time. And Neil put some money into this. And he says, "On condition that I can name one member to your board." And that board member, or maybe it was two, I forget. But in any event, one of the people he named was Paul Bragdon.

So Paul was on the board in 1994, at this time of crisis. And Ed Cooley, who knew Paul well, because Ed Cooley and also John Gray, who had been one of our original board members, they had been on the Reed board, and they knew and trusted Paul Bragdon. So they asked Paul to take on the job of being president, interim president. And this interim president thing went on for quite a while. Paul served as interim president for four or five years.

And so Paul, I had known Paul, not well, but I was sort of in exile over there in the Wilson Clark Center. And Paul said to me, "Well," you know, he said, "Jim, you're really going to have to figure this one out. I mean, I'll support you, but you've got to figure out how to create a program."

So we created this Center for Professional Development. And it did okay for a few years, particularly up through about the year 2000. Paul stayed on for four or five years. And he appointed, I'm blanking. [laughs]

STECKLER: Marty Becker?

HUNTZICKER: No. Actually, Marty Becker had been, thank you, Marty Becker had been appointed provost by Dwight Sangre, because they were friends. But Marty didn't last very long.

STECKLER: Yeah. So Paul Clayton? The committee?

HUNTZICKER: Yeah. Paul Clayton. Thanks. So Paul Clayton was appointed by Paul Bragdon to be provost. And Paul had been sort of educating himself about leadership.

And Paul was a really good appointment. He won the confidence of the faculty. And when Paul Bragdon finally left in '98 or '99, Paul Clayton took over as interim president. And then Ed Thompson was hired subsequently. And by that time, we still had the same old problem. We were not financially sound, and we could never close that gap. And nothing we ever did – whether it was building a strong master's program, or getting more grants, or following money in from Washington, DC, or having trustees write checks, which they did generously – none of it ever worked. The science park didn't cure the problem.

And people were becoming tired. I think the board was becoming tired of supporting, this never ending request to support. And we had finished off our endowment campaign. But we'd gotten to thirty-two, thirty-three million, and declared victory. But we never found a solution.

So as we were moving into the year 2000, we were looking for another solution. And some of our trustees were very, some of our influential trustees wanted us to become part of Oregon State University. And there was a strong movement to align ourselves with them. And Oregon State was very interested. And some trustees were pushing hard to make that happen, particularly those who came from the high tech industry. But our faculty were not convinced, particularly our computer science faculty, who strangely enough felt that maybe there was another institution that we should become part of. And they wanted to become part of an institution which had a real shot at greatness.

And so we opened up discussions with Oregon Health Sciences University. And I was not part of those discussions at all. Those were led by Paul Clayton and our CFO at the time, Joanne Coville. I'd actually been sort of the secretary to the search committee that hired Joanne Coville. And had been the person, sort of the go between between the trustees and her. And forever after she blamed me for coming to Oregon. Facetiously, mostly. But she was a Californian, and never quite got used to Oregon and its weather. And she would always remind me of that, particularly since her office was in the same office suite as mine for a couple of years. She would look out the window and say, "it's all your fault." But she was great. And she was the only person who ever balanced our budget.

And she and Paul Clayton negotiated the, well, we called it merger, but it was really acquisition by OHSU. And we did get one major concession. The major concession that OHSU gave us was that they changed the name from Oregon Health Sciences University to Oregon Health – ampersand – Science University. That was the concession. And they allowed us to keep some of our faculty rules.

So we became OGI School of Science and Engineering in Oregon Health & Science University. Ed Thompson, who'd been our president, became vice president of OHSU and dean of the OGI School of Science and Engineering. And we were expected to stand on our own. In other words, we were expected to operate just as we had always operated, without any underlying base of support. We kept our endowment. But there was, there was no – at least in my understanding, and others may have a different view of this – that the university was not going to underwrite us. But they were going to be tolerant of us.

And so we then had to figure out how to do it within the framework of OHSU. I think there were, most of us who were there at the time said okay, so we're part of OHSU, we'll just go on being OGI. That was certainly my attitude at the time. Because at that time, I was running the Center for Professional Development. And our customers, if you will, were the high tech industry. And we didn't really have anything to do with health or healthcare.

Although the head of the MST department, Fred Philips, and his faculty, decided that probably aligning with the mission of OHSU, there was some value in that, so they began a graduate certificate program in healthcare management. And it was one of the early efforts on the part of OGI to align itself with the broader mission of OHSU. And the, our dean, Ed Thompson, and Fred Philips, did not see totally eye to eye. So Ed decided to make a change. And he had to get someone from the MST faculty to be head of the department. And I don't know, around 2000 or so, we'd taken on this guy named Jack (Radin?) as a, we called him senior, what–

STECKLER: Fellow.

HUNTZICKER: Senior fellow. Thanks, Niki. Senior fellow. And Jack had a long career in the high tech industry. He had been corporate comptroller at Tektronix. He had been chief financial officer at Planar Systems. He'd worked for Jim (Herd?). Jim (Herd's?) company, Planar, was on part of the science park. And in fact was the first company to be a tenant in the science park. And Jack joined our faculty. And definitely not an academic. But Ed turned to him to be interim department head. And Jack did it for a year and a half, two years, I'm not sure. But it wasn't what he really wanted to do. He had come to OGI to teach. And that was his passion. And he had asked me a couple of times if I would be willing to take over, and I said no.

And then, one of our, I don't know which crisis it was, because the crises came pretty regularly, and they were all financial crises. There were a few leadership crises along the way, but mostly financial. So I went to Jack and I said, "Look," this was probably, this was after the dot com bust. Our Center for Professional Development business had really suffered. We had dropped from about 1.6 million in gross revenue down to about six, seven hundred thousand. And it wasn't recovering.

So I think we're along about 2004 now. And Ed, Jack had told Ed that he was not going to continue as department head. And Ed was going to go out and spend a lot of money and hire a new department head. And my unit, Center for Professional Development, was struggling. And I thought, well, I'm a chemist, but at least I know something about academic departments. So I went to Jack and Ed and I said, "Look, maybe I can do this."

So we combined Center for Professional Development and Management in Science and Technology in one unit. Although all the MST folks were over in one building, our notorious Bronson Creek building, which is now totally empty. And the third floor is declared uninhabitable, which is where we were. Something about roof leaks and mold. And I was over in the Wilson Clark Center.

We had a young woman who was our department administrator, Shelly Charles. And Shelly, I said, "Well, okay, you're going to have to run the department, and Center for Professional Development." And we had some staff. That was 2004, I think. And we were, our revenue was pretty high. But then, it was a continual battle because our customers in both MST and Center for Professional Development were primarily from the high tech sector. And we were now part of a health science university. And it was a hard story to tell.

And so we were not seeing rapid growth at all. And we were actually starting to see decline. We were certainly seeing decline in our Center for Professional Development. MST was sort of plateauing up around a million, 1.2 million, in terms of revenue. And then, I think the thing that probably, at least I believe, went a long way in sealing our fate as a program focused on high technology was when the headline in the *Oregonian* said, "OHSU to Sell OGI Campus in Hillsboro." And despite our best efforts, the high tech industry thought we had just packed up and left. I mean, we hadn't left. We were going to be there for quite a few more years. But the messaging, we couldn't overcome that messaging. So the handwriting was pretty clear that our future was, as an organization that served the high tech sector, was limited.

And so we started talking more about healthcare, and how we would, what role we could play in healthcare. And we formed a team of people. There were three people on our team: Niki Steckler, Mike Neil, who had joined our faculty as an adjunct faculty from Intel, where he had retired as director of product quality, and myself. And we started talking about, we had these grandiose plans. We were going to form this school of healthcare management. And we put together, we were going to have an MBA in healthcare management. And we drew up these plans, and prepared this wonderful PowerPoint.

And then we scheduled this meeting with Leslie (Halley?), our provost. And we were going to tell her about these wonderful plans. And we went to her, the three of us. And we told her our vision. She said to me, "Well," she said, "boy, this is really interesting." And she said, "You know," she says, "a lot of people here at OHSU have had a hard time swallowing the fact that OGI's a school." And she says, "You might want to rethink this notion of a school of healthcare management."

So we got that message. So we went away and said well, we're going to do this master's degree program in healthcare management. And we did a lot of, went out and did some needs analysis, talked to a lot of people. We built an advisory board. Niki was on it, Mike was on it, I was on it. And we had some people from the community. We had, we had John Lee, who was a former CEO of Providence. We had, who were the other people?

STECKLER: Doug.

HUNTZICKER: Doug Walta, who ran Oregon Clinic. Dave–

STECKLER: Dave Witter

HUNTZICKER: Dave Witter, Dave Witter, really interesting guy. Former acting president of OHSU, former sort of hospital CEO.

STECKLER: Ralph Prows

HUNTZICKER: Ralph Prows. Right. Thank you. Who was chief medical officer at Regents Blue Cross/Blue Shield of Oregon. And Denise (Honsla?), who was a retired executive from Kaiser. And a few other folks. Some internal people. And we set about creating this curriculum. And we had everything ready to go in 2007, I think. And we ran this thing up the flagpole, got all the internal approvals. But there was some pushback from Portland State University. They didn't really, weren't too happy with this.

And so when it came time to getting Oregon University System approval, we ran into a roadblock. And the net effect of the roadblock was, is that in consultation with Leslie Halleck, it was determined that we weren't going to take this thing forward. And she advised us that if we could build a collaboration with Portland State University, that we would have a much better chance.

So we talked to Scott Dawson, who was the dean of the School of Business Administration. A really genuinely good guy. And he said, "Yeah, boy, we'd love to do this." So he assigned his associate dean, Sully Taylor, who was just a marvelous person to work with. so, the three of us. And by that time, we'd added a fourth person from OHSU, John McConnell, who was an assistant professor in the department of emergency medicine, and a very highly regarded healthcare economist. He joined our core team. And we and Sully and some folks at PSU, rewrote the program, built it on a different framework. The PSU, we combined the PSU business, MBA curriculum, along with our healthcare curriculum. We created this program. And by 2008, it was ready to go up to the Oregon University System.

Sully had stepped down as associate dean and Scott Marshall had taken over. We got it approved. We launched the program in January of 2009. And that's where we are right now.

I think, though, as I'm telling this part of the story, you can see that my focus is really narrowing now. Because I was playing, my role had shifted to one of being totally focused on our department, Management in Science & Technology. And the Center for Professional Development had just become a unit of that. And our focus was now how do we take this department and transition it from being high technology focused to a department that was really aligned with the School of Medicine. And we were sort of on that track.

But we, it became a much more urgent thing when in early January of 2008, we learned that OHSU was going to dissolve OGI. And it didn't have critical mass. It wasn't succeeding financially. And the future for it was unclear. So what we had to do then, we the departments of OGI at that time, which were department of environmental and bimolecular systems, which grew out of a union of our departments of chemical and biological sciences, and our environmental science and engineering department. We had a department of electrical and computer engineering, which grew out of our original department of applied physics. We had a department of computer science and

engineering, and (HUS?), management in science and technology. We also had some centers: The Center for Spoken Language Understanding, the Center for Coastal (and Land Marsh?) Research, Center for Groundwater Research, and so on.

Anyway, we had to audition to become part of the School of Medicine, if we were going to stay on. And the date for the audition was set for February, 2008. And so we, that being primarily Niki and me and our department administrator, Shelly, we put together this plan where we committed ourselves to being, to totally aligning with the school of, the mission of the School of Medicine and the university, which meant that we were going to teach out our high tech program and walk away from it. And to replace it, we were going to have this MBA in healthcare management. We were going to have our healthcare management graduate certificate, and we were going to have a program targeted at the medical bioscience industry.

So we put a lot of effort into this. And the date came. And there was a half hour that we had to make our case. And we had to make the case to Leslie Halleck, the provost; to Mark Richardson, who was the dean of the School of Medicine; to Tom Flora, who was the associate dean for finance in the School of Medicine. There were a couple of–

STECKLER: Dan Dorsa

HUNTZICKER: Dan Dorsa, right. Dan Dorsa, who is the vice president for research. And then Ed Thompson was there. I think Dana Director, who was our finance, OGI finance director, was there. Some other people, I don't remember.

And we knew going in that the dean of the School of Medicine was not persuaded that we should be a part of, that we should join. Why does a School of Medicine need a department of management? But we made the presentation, and it went well. And so we were offered the opportunity to become part of the School of Medicine. Which we did on July 1, 2008. which brings us up to now. Now we are, we relinquished our department status. We are now the division of management within the School of Medicine. We have, as faculty, Niki Steckler, Jack (Radin?), myself. We've added a new faculty person by the name of David Diltz, compliments of Brian Druker and his ton of money with the Knight Cancer Institute. Dr. Diltz has just arrived, so we really haven't done much to integrate him. We have a very wonderful group of part time faculty: Mike Neil, John McConnell, and others who, Goodwin (Granholm?), for example. And we've launched our MBA in healthcare management program.

We're still looking, though, for that elusive financial stability. We are on a two-year window to sort of prove ourselves within the School of Medicine. We're having a lot of fun. We're hoping to really impact the practice of medicine, or at least the practice of the management of medicine. But perhaps also the practice of medicine. Because as people think how healthcare should be conducted in the twenty-first century, many things, which we teach, many things which Niki teaches in her leadership courses in our program, things having to do with leadership and collaboration and mentoring, and how to play in teams, these are all things that providers, healthcare providers, particularly physicians, need to understand as we take healthcare forward and try to create

something that is more functional than this currently dysfunctional American healthcare system that we currently have.

And so we believe that there's a wonderful opportunity for us to contribute not only to the business of healthcare, but to how healthcare providers are educated and what they learn. Now that's a little bit down the road. We're still trying to figure out where we can play in that. But we're being offered some opportunities to do that.

So here we are in March, 2009. We are now recruiting for the second cohort of our MBA. The first cohort is up and going. It's certainly a lot more work than I had imagined. But it's very gratifying. We're very fortunate to have really great students, very committed faculty. School of Medicine, which seems to be valuing what we're doing. And that's it. March 9, 2009.

STECKLER: Well, thank you.

HUNTZICKER: There's a lot of, a lot of other stuff.

STECKLER: Yeah.

HUNTZICKER: But this is what came to mind in sort of a stream of consciousness type of–

STECKLER: Well I'm trying to think about whether there are important pieces to make sure to add in.

HUNTZICKER: Well, I think–

How about sort of an overview?

STECKLER: Yeah, please.

HUNTZICKER: Yeah, sure.

So, Oregon, Silicon Forest. Some people consider the Starr-Edwards heart bell from the '60s to be one of the early examples of sort of the medical/industrial complex devices. Not big pharma, so much.

HUNTZICKER: Yeah.

What do see has been in the past, will be in the future, Oregon's strengths and weaknesses to really blossoming in that area? Or can it? Or are these chronic financial problems always going to hold us back?

And could you address your answer to me?

HUNTZICKER: Sure. So the question had to do with what is the future of the medical devices industry in Oregon. That's a, it's challenging, I think. We have right now a couple of major players in the medical devices industry. We have a company called Welch Allen, which bought a company called Protocol Systems, which was founded by an entrepreneur by the name of Jim Moon. And you can find, and they make bedside monitors, and you can find Welch Allen monitors throughout the OHSU Hospital, and Providence Portland, St. Vincent. So that's become a pretty significant player.

We also have a German company called Beautronics. They make implantable defibrillators and pacemakers. We have Intel, which is trying to do something in the digital health area. But it's an industry which is not at critical mass and there are a whole bunch of reasons why. One is that it's something that has plagued Oregon and the Silicon Forest forever, and that is the lack of a great university that serves as the intellectual and scientific center for that. At OGI, we tried to be parts of that for the high tech industry. But we only partially succeeded. The mantle has been passed to OHSU to do that now in terms of medically related bioscience. And it's an industry, whether it's medical devices, or biopharma, or however you want to categorize it, that's still very much in its infancy. We don't have a great wealth of venture capital here.

We are only now at OHSU beginning to appreciate the importance of translating our basic research into commercializable technology and to building companies around it. OHSU has made some interesting moves. They have appointed a vice president for commercialization strategies, Tim Stout. We have rethought our intellectual property ideas under the directorship of (Orin Perdon?), and the Technology and Research Collaborations Office. But still, we haven't really projected ourselves outward enough. And we still have a ways to go in building the relationships that we need with this nascent industry community and OHSU faculty, OHSU leadership. So it's a work in progress.

There's a lot of skepticism among some people about whether this can succeed or not. And that skepticism is by and large not shared by the OHSU leadership. OHSU leadership believes that it can be the catalyst for this. I think that might possibly be right, but it's a long term thing. It's not going to happen in five years. it was one of the reasons why we built the South Waterfront campus, and why we hope to continue to develop that. but it's not guaranteed. We hope to be part of that by providing the education in leadership management and related topics that are necessary to take technology out into the commercial world. And we see our role as being supportive of that.

Well, I'm fascinated by the whole thing. I wish you wouldn't leave it out. Keep talking. All this stuff is really great.

HUNTZICKER: Yeah.

Do you have any more stories you want to share? How much time do we have at the end of this tape?

This tape has about nine minutes, at the max.

HUNTZICKER: Nine minutes at the max. So, well, let's just go back in time and tell some old time stories. So Ira Keller, Ira Keller was a really interesting guy. And he spent, he contributed liberally to political campaigns. And he contributed to campaigns on both sides of the aisle. He wanted to make sure that regardless of who was elected, that they remembered that Ira Keller was a supporter.

So I remember in 1974, when the first congressional district was up for grabs, it had been a Republican district since it had been created. Wendell Wyatt had been the congressman, I believe. And there were two people running for that seat, both pretty young. A guy named (Dermott O'Scanlan?), who was head of, who at one point or another, maybe before or after, I don't remember, ran Oregon's Department of Environmental Quality, and a young guy by the name of Les AuCoin. And AuCoin won. But Ira made sure that he contributed to both.

And the reason that I know this is that as occasionally he would come by my office, not me in particular, but just grab somebody and walk them around, and wanted to know what's going on in this lab or that lab. And we had this paging system. And so these pages would come over the intercom: "Ira Keller, please pick up the phone" for some politician or another. And you could hear who Ira was being called for.

Now Ira was an interesting guy. He didn't send out Christmas cards. He sent out Thanksgiving cards. And he was a poet. So his cards were always Ira's poems. So he, one year he gave us a book of his poems. And occasionally we would be invited to his estate, which was called High Point. And it was on the bluffs looking out over eastward towards Mount Hood and the Willamette River. And he would entertain us there. He would also entertain us at the Waverly Country Club, where all of us impoverished academics would go and mingle with really the high and the mighty of Oregon.

And in those years, Oregon Graduate Center had probably the strongest board in the state. Certainly equal to that of Reed College. There was John Gray, the founder of Omark Industries; Ed Cooley, who was the founder of Precision Cast Parts; Doug Strain, who was the head of Electro Scientific Industries; there was Bill Swindell, Senior, who was the head of Willamette Industries. There was the person who was the head of the Oregon Community Foundation, Ned Look. There was the, various CEOs of Portland General Electric were on the board. The head of Pacific Telephone was on the board. And it was not particularly a high technology board. I'd earlier mentioned Howard Vollum. We had the metals industry well represented. Jeff Davis, who was the president of ESCO, steel company, was on the board. Jeff became chairman of the board when Ira died. Sam (Dyak?), who was a physician, a well known philanthropist, founder of OMSI, was on the board. This was a board that you couldn't say no to.

I remember Ira had been very instrumental in getting a big grant from the state highway department to study air pollution. And the head of the state highway department was a man by the name of Glen Jackson. And Glen Jackson was one of those Oregon legends. He's now memorialized in the Glen Jackson Bridge, I-205.

I remember going to his office, and I think he was chairman of the board of Pacific Power and Light, PP&L. And head of, and truly one of the most powerful guys in

the history of the state. And Ira had talked him out of, I don't know, lots of money. Hundreds of thousands of dollars for this air pollution study. And Ira had gone to George Weyerhaeuser and talked him out of a million dollars to study cloning of Douglas fir trees. And to do that, we'd hired this young professor, (Sying Cheng?). She was, she was her own person. Brilliant scientist. And she worked out a way to clone Douglas fir trees. And it was a technology that was successfully transferred to Weyerhaeuser, and which I believe they're still using. And she ultimately left to form her own company. And I haven't seen her in many years.

We hired a guy named Michael Gold because Ira believed that there were biological ways to pulp wood. And Mike was a specialist in the white rot wood fungus, *phanerochaete chrysosporium*. And he came to OGC, and he just wanted to do basic research. But he knew where his money was coming from. So he did really great work on this fungus. He discovered the enzymes that ultimately he showed could be used to bleach pulp, to convert it from the brown color to the white color. Which was basically getting rid of the lignin.

And one, I remember one memorable meeting where Norman Eder and I and Mike drove up to Federal Way in Washington, to Weyerhaeuser headquarters. (Sai Cheng?) had left. We didn't have any support from Weyerhaeuser, and we were trying to get money from Weyerhaeuser. And we were trying to explain to them why they should spend money at OGC. And we weren't convincing them.

So Mike finally said, "You need to give us money because you owe us."

And Norman Eder and I were stunned, because here we were telling the executive vice president of Weyerhaeuser that they owed us. And Mike's reasoning was, well, we developed this cloning technology for you. You owe us.

And, well, they didn't figure that they owed us. And in fact, I don't know that they ever talked to us again. So we didn't get that. We didn't bring back the sale.

And then, then we entered into negotiation with International Paper, because they wanted to license Mike's technology. But Mike, as brilliant a scientist as he was, could not get along with the International Paper people. and we had this sweet deal signed. And it ultimately fell apart because we couldn't negotiate the human dynamics on it. And I was not experienced enough at the time to know how to do it.

We are out of tape.

HUNTZICKER: We are out of tape. Well, that's a good place to end.

[End Track Two. End Interview.]