

History

of the

U. S. Food and Drug Administration

Interviewee: Beulah Sink
Interviewer: Ronald T. Ottes
and
Robert A. Tucker
Date: May 25, 2000
Place: Rockville, MD

INTRODUCTION

This is a transcript of a taped oral history interview, one of a series conducted by the Food and Drug Administration's History Office. The transcript is prepared following the *Chicago Manual of Style* (references to names and terms are capitalized, or not, accordingly.)

The interviews are with persons, whose recollections may serve to augment the written record. It is hoped that these narratives of things past will serve as one source, along with written and pictorial source materials, for present and future researchers. The tapes and transcripts are a part of the collection of the National Library of Medicine.



DEPARTMENT OF HEALTH & HUMAN SERVICES

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INTERVIEWEE:

INTERVIEWER(S):

NAME: Beulah Sink NAME: Ronald Ottes & Robert Tucker

ADDRESS: [REDACTED] ADDRESS: Rockville, MD

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RT: This is another in the series of FDA oral history interviews. Today the interview is with Ms. Beulah Sink, a retired FDA employee. With Ms. Sink today at the Parklawn Building--this being the 25th of May, 2000--is Ronald Ottes and Robert Tucker.

Beulah, we like to begin the interviews with a brief personal history of where you were born, raised, educated, and any experience you may have had prior to coming to the Food and Drug Administration, particularly as it may relate to your career with the agency.

So with that, we'd like you to proceed with that information.

BS: Thank you. I was born late in November, 1933, in Fayette, Alabama. I grew up there and finished high school in the local county high school. During my senior year, I filled out an application for employment with the Federal Bureau of Investigation, passed their screening process, and came to Washington. I worked in the fingerprint department, searching fingerprints against records that came in. I then moved up to an executive secretary position in the Office of the Assistant Director for Domestic Intelligence.

RT: So when you came in, Beulah, you did not come in as a secretary but rather as a technician?

BS: Technician.

RT: And what level were you able to enter?

BS: GS-2.

RT: Well, you proceeded far from that. And I interrupted you.

BS: Yes, I was a GS-5 in the Office of the Assistant Director. I was the secretary to the assistant director's number one man and remained there for four years. I decided at that point, women could not become special agents, and I decided there were greener fields outside. So I went over to the United States Information Agency (USIA).

RT: I might ask you—you may have mentioned, but I didn't catch it—what was the entry date into federal service? When did you join the FBI?

BS: July, 1952.

RO: When you started with the FBI, did you have hopes of being a special agent?

BS: I had hopes of being a top administrative assistant, because I knew, at that point, that women could not become agents. That would have been an ambition, had it been possible.

RT: You mentioned your move to another agency.

BS: Yes, I had a friend at the United States Information Agency in purchasing, and she told me about some of the opportunities there, and I thought that was an opportune time to move up faster than I would have been able to at the FBI, because moving up with the FBI through the administrative area was sort of if somebody retired or died.

RT: What year was it that you made this change over to information?

BS: In 1957.

RT: You had been with the FBI about five years then?

BS: About four, four-plus years.

RT: *At the Information Agency your work was in what activity there?*

BS: I had two jobs there. The first one was in the Voice of America, broadcasting. I supported some of the announcers, helping get their scripts together and things like that, to broadcasters in foreign languages. I did that for about two years and then moved over to a secretary in the Domestic Personnel Office. I was secretary to the director of Domestic Personnel for USIA.

RT: Were there any particular highlights in your work at information that you recall?

BS: Only the problem with jamming the programs, getting the message through to the Communist countries.

RO: Were you involved in trying to resolve that problem?

BS: Just the periphery. I worked with the people who did, but I was not directly involved.

RT: So you remained at information a number of years?

BS: Until January of 1961.

RT: At which time you joined FDA?

BS: No, that was a little bit later. My parents were still in Alabama. My husband enjoyed visits there very much, and we thought that we might like to live there. So there was a new hospital supply, Sterilon Laboratories, that opened up in that town. When we were there on a visit over the Christmas holidays of 1960, I stopped by just to chat with the man who was going to be heading it up, because the lab was still under construction. It was a very large building. They chose me as their assistant office manager. So we came back in January.

RO: How'd you spell that Sterilon?

BS: S-T-E-R-I-L-O-N. They manufactured hospital supplies.

My husband was not very happy in that city. Living there was not quite like the visits. So late summer, I contacted FDA.

While I was at USIA, I had had a call from someone in personnel there who was calling me for a reference on another employee. I don't know whether it was what I said or the way I said it, but he said, "Well, why don't you think about coming with us?" I said, "Well, I'll keep that in mind."

So I filled out an application, a 171 Form, and mailed it to personnel, reminding them of the conversation and spelling the name of the man I thought I had spoken to. They got my letter, and without an interview, they brought me in on somewhat of a floater position in October of '61.

RT: Where did you report then? Was that here at headquarters?

BS: In Washington. The old temporary building across the street from HEW. Mickey Moure.

RT: Was he the personnel director?

BS: He was personnel director at that point.

RT: Was he the person that was your contact?

BS: No, Mr. Hernandez was the contact. That was the person who had called me for a reference on another employee. I had addressed my letter of inquiry to him.

RO: Hernandez?

BS: Hernandez.

RT: He was here in Washington?

BS: Yes, in the personnel office.

RO: What year was that?

BS: That was in the summer of 1961, and I came to work at FDA in October of '61.

RO: You didn't stay at Sterilon very long.

BS: No. No, that was a nice spot. I guess I never actually fit in there. I never had a southern drawl, even when I lived in the South. One day I called when one of the employees had a medical problem, and we sent him to the hospital. The hospital called back down there and said, "Oh, that Yankee nurse from down there called." (Laughter)

So I came to FDA. I started on a floater position. I had been there just a few days and was interviewed by Mr. Trawick in the Public Affairs Office. Larry Trawick, yes. And then moved over to Wally Janssen's office, Public Affairs.

RT: In that office, were you involved in writing?

BS: More or less typing. Typing press releases, answering calls from the press, under established policy, of course.

RT: You remained there for how long a time? Do you recall?

BS: About a year, and then there was a job that opened over in Bob Roe's office. His secretary, Miss Lovering, whom he really adored and had worked with him for a long time, was retiring. I took that position with a two-grade promotion.

RT: Now, let's see. Was he in one of the science offices?

BS: Bureau of Science in the old USDA building.

RT: Was FDA at that time in Agriculture? Or were they over at HEW North?

BS: HEW. The commissioner was in HEW.

RT: Yes. So with . . . It was Mr. Roe, wasn't it?

BS: Yes, Mr. Roe.

RT: Roe, right.

BS: Robert Roe.

RT: Robert Roe. When I reported to the Food and Drug Administration, he was kind enough to come by and—because I had graduated from the same school he had in Colorado—and I learned from him that he graduated the year I was born. So he had served with Food and Drug a long time before I got here. He was a nice man.

BS: Very nice man.

RT: So after that particular phase of your work with the agency, where did you move next?

BS: I did not necessarily seek, but I got a call from the Commissioner's Office asking if I would be a candidate for the commissioner's secretary. We had a weekly contact with one of the staff people in the Commissioner's Office for staff meeting agenda items, etc. I had not met the commissioner actually on a, you know, regular basis. Although we did see him from the Public Affairs Office.

RT: Was that Commissioner Larrick?

BS: Larrick, yes.

RT: George Larrick.

BS: George Larrick. And that was in 1964, I guess, or late '63.

RO: They didn't announce vacant positions then as they have in the later years.

BS: No.

RO: More or less you learned of vacancies by word of mouth.

BS: But I talked with the commissioner's staff once a week, supplying information for the staff meeting for that office. That was my contact with them, and evidently they knew about me from that staff person.

RT: So then you became his personal secretary?

BS: Yes, they had just sort of reorganized the office, because they thought they needed more than just two people. Up to that point, there had been a secretary to the deputy commissioner and a secretary to the commissioner. But they reorganized and set up an administrative position that Maybeth Marcus occupied. She had been the commissioner's secretary for a long time. The new position was sort of a screening point for all the administrative matters involving the commissioner and deputy commissioner, and I was the commissioner's secretary.

RT: In that role, did you coordinate for the commissioner with other agencies or with the Congress? Did you do coordinative activities?

BS: To a limited degree. Up to that point . . . Evidently the commissioner had not expected any support from his secretary, except just the stenographic-type things and duties. After I was there, when correspondence came in and I felt like I knew what the commissioner might want to say, I'd draft a response and send it in to him with the

incoming letters. Evidently, he had not had that service before, and he began to include me in his meetings, the staff meetings, all to keep up a little more up-to-date on what was going on and to be a better support to him.

RO: Did that office—the commissioner and the deputy commissioner—have an executive secretary in addition to their individual secretaries or . . . ? You mentioned Maybeth Marcus. Was she still there when you came?

BS: She was there, yes.

RO: Was she kind of an executive secretary then to the entire office?

BS: Yes, she handled personnel matters and correspondence control for the office. It was not a real busy office at that time. It was a new position, and the duties increased over time.

That didn't last too long. Maybeth was almost ready for retirement, and when she retired then we didn't have that position anymore. Duties of that position were given to the secretaries to the commissioner and deputy commissioner.

RO: I see.

RT: John Harvey was deputy commissioner at that time, and he had—I think you mentioned earlier—a secretary also.

BS: Yes.

RT: But you were really with Commissioner Larrick?

BS: Yes. Julie Ahmed was Harvey's secretary. Julie and I shared a large office together between their offices.

RT: Well, I remember when the commissioner was on the third floor of the south end of the wing there, and the records section in those days was certainly not the secured area that we have today. You walked around it, and it faced one of the main hallways. So there have been many changes.

RO: This was in 1964 then that you came to the Commissioner's Office.

BS: Yes, late '63 and '64 and on '65.

RT: Well, the commissioner was involved in the development of the new building FOB8 and would have moved over there as soon as that opened.

BS: We did move over there. He did move over there.

RO: That was kind of an interesting period of time. Can you recall any of the political happenings?

BS: It was a very interesting time. You know, the Kefauver Drug Amendments were developed during that time and had not actually become implemented. That was one thing that helped Mr. Larrick decide to retire. He was nearing retirement age, and he was a very folksy-type person. He had lunch every day at The Press Club to keep in touch with the press people and to learn from them and they from him. He told me one day, and I guess he had told Mr. Harvey already, that he felt like a younger man needed to take over the helm with the drug amendments becoming effective.

FDA, up to that point, I guess, and before I came, of course, had been a much smaller agency. He told stories of entertaining all of the inspectors at his house.

RO: Of course, when Commissioner Larrick came out to the field, he knew just about everyone on a first-name basis.

RT: I think we have in this History Office some of those old pictures. Some of them may have been taken at Commissioner Larrick's home, because they look like a big a picnic gathering or something of that sort.

RO: So when did Mr. Larrick actually retire then? You were still . . .

BS: Yes, it was late 1965, I believe.

RO: You know, about that time there were some congressional hearings, during which FDA was rather taken to task. There used to be rumors that that may have been one of the reasons that Larrick decided to retire. But you feel it was pretty much the drug amendments that . . .

BS: Yes. That was his remark, "You just need a younger man to take over the helm."
There were some hearings. I remember he'd come from those hearings so exhausted, so much so that he would go home early sometimes. He was just completely wiped out.

RO: But you stayed on in the office then and . . . ?

BS: Yes. I had a call from one of the medical periodical people asking if I would come and work with them. But I felt like I had three daughters, very young at that point, and that I needed more security than that offered, so I opted to stay on. I had been asked by Dr. Goddard if I would remain.

RO: You stayed through his turmoil?

BS: Yes.

RT: Well, he was, I'm sure, a much different type of person than Mr. Larrick. So did you have to change pace in your work for him?

BS: Yes, that was almost the difference of day and night between Mr. Larrick's quiet operating. Larrick was very thorough, but Goddard was much more open and very quick, colorful personality, I guess almost flamboyant. I don't know that that was necessarily intended. I think that was probably a natural for him. I have been told that President Johnson's wife was in Atlanta and had some contact with him. Evidently he made a real impression, and she wanted him to come to Washington.

RO: Well, Mr. Harvey retired about the same time then, too?

BS: Yes.

RO: Because wasn't [Winton] Rankin Goddard's deputy?

BS: Yes. Yes, he was. Winton Rankin.

RT: Were there any particular programs that either Mr. Larrick, or then subsequently Dr. Goddard, generated that you recall as sort of a personal of these persons as commissioner? For example, it is my recollection that when Dr. Goddard took over the helm, he delegated more responsibility to field managers than had been done in the past.

BS: Yes, it seemed that way, and he got a strong public information man, Ted Cron. Dr. Goddard did much more delegating than the previous commissioner.

RO: Well, prior to that time, FDA, I think, always had the feeling that if they kept out of the news they were probably better off then. And, of course, Goddard changed things around so that he wanted to be in the news.

BS: Oh, yes. He liked good press coverages. And the congressional hearings. I can remember once going up on the Hill for a hearing. Dr. Goddard got up from the table where he testified, and came back and asked me, "Do you have a tissue?" And he would dress smartly for these occasions.

RT: Well, Dr. Goddard was the first of the commissioners that had not been the Horatio Alger-type success within the agency. He came in from the outside.

BS: Yes, from the outside, even though he was with Public Health Service at that time. He had been prior to that the flight surgeon for FAA.

I remember one thing that really startled me one day. FDA was just beginning to work on irradiated food. One day he and about three military officials had flown to Philadelphia to the depot supply place, the military place, to work on some issues related to irradiated food. He called about early afternoon and said, "We're not going to be able

to finish this meeting in time to get that scheduled flight." He said, "Send us a plane." I said, "Well, that's difficult, but let's see what we can do."

I called FAA, and said, "We've got Dr. Goddard and three other officials in Philadelphia, and they're going to miss their flight. Do you have anything that might be coming back this way?" The FAA representative said, "Well, we've got one on standby," so Dr. Goddard, *et al.*, came back on that flight. I just felt like he wanted to impress the other people. I'm not sure.

RT: That was certainly a departure for an agency commissioner, wasn't it?

BS: Yes, yes, very much so.

RO: In the office there, were you privy to any of the reasons why Dr. Goddard left when he did?

BS: Not exactly. I think . . . I can only give you what I think. He had been going on with the DESI (Drug Efficacy Study Implementation), with assistance from the National Academy of Sciences. That would have been enough to keep one person busy a long time—or several people busy. I think his leaving may have been because of some controversy over a big drug or class of drugs.

At that time, he had some friends who were in electronic data processing. That was a new field just coming up at that point, and he decided to join them. I'm not absolutely certain of the reason he left.

RO: You see, that was about the time that the agency got umbrellaed under the Consumer Protection and Environmental Health Service.

BS: Yes.

RO: *There were always—I shouldn't say always—but there were rumors that he had kind of hoped that he would get to head up that agency, and, of course, he didn't because C. C. Johnson got appointed.*

BS: I heard that.

RT: Well, in terms of Dr. Goddard's initiatives or his remarks about marijuana and the demise of the corner drug store created a lot of discussion on the Hill, and I just wondered if that generated a lot of correspondence or inquiries through you in the office?

BS: Yes, to the office, but more to Ted Cron's office. But, yes, there were increases based on the corner drug store comments. As I recall this was a sensitive issue with Hubert Humphrey.

RT: I guess Mr. Cron would have dealt with those.

BS: Right.

RT: What was the situation again when Mr. Rankin and Mr. [Ken] Kirk left? Was that after Dr. Goddard's tenure?

RO: Well, Rankin stayed on during Goddard's tenure.

RT: He did, yes.

RO: And it was about that time, I think, that Ken Kirk left. But I thought that probably was over those Abbott hearings. That was when Rayfield left and Mr. Harvey left.

RT: Was that after the Goddard commissionership?

RO: I don't recall.

RT: I don't really either.

BS: It was either just after or about the time. They left right on the heels of it anyway.

RT: After Goddard left, our next commissioner was?

BS: Dr. Ley.

RT: Dr. Ley. And he, of course, had been the director of the Bureau of Medicine?

BS: Yes.

RT: Dr. Ley and Dr. Goddard, was their rapport pretty good? Was that sort of a natural succession? Do you know whether Dr. Goddard made any recommendations regarding Dr. Ley's move to the Commissioner's Office.

BS: It's my understanding that he did. They seemed to have a good rapport, and I believe they were acquainted before Dr. Ley came to be commissioner of FDA. It was after Dr. Goddard was there, of course.

RT: Dr. Ley, of course, being another individual had, I'm sure, his own unique style of administration. How would you characterize his way of operating as compared to his successors? Was he different in the way he managed the office and the agency as far as you recall?

BS: I would say he was different. He was a very organized, neat man. His desk was always neat. He would carry . . . He brought in and carried home heavy briefcases. I asked him one day if he didn't have a sore arm. He said, "Well, it builds muscles." So he evidently did a lot of work at home, as well as at the office.

He was willing to delegate some, but there was central control. He wanted to know what was going on.

RT: Well, speaking of him being organized, I recall during the time I was in the Legislative Office that when Dr. Ley convened an administrative staff discussion regarding a congressional hearing, he had a timer. He'd say, "Well, how long should this take?" Somebody would say, "Oh, about twenty-five minutes," so he would set the timer. He was time conscious and didn't let things just languish and was organized in that way.

BS: He was a very hard-working man.

RO: That was at the time of the cyclamate . . .

BS: Cyclamate, Panalba and oral contraceptives also.

RO: Were you still his secretary? Or by that time had they changed this so there was an executive secretary?

BS: No, there was no executive secretariat. The executive person dropped off with the Larrick administration when we moved to the new building. She retired, and they did not replace her.

RT: Well, let's see, did Dr. Goddard have Jim Grant as his deputy?

BS: Jim Grant was Dr. Edwards' deputy.

RT: Edwards, that's right. Rankin was Goddard's deputy. Who served as deputy with Dr. Ley?

BS: Mr. Rankin.

RT: Yes, that's right. He was still there. That's right. OK.

RO: And then when Dr. Ley left and Dr. Edwards came in . . .

BS: Well, I was supposed to leave Dr. Ley in the summer of '66, I guess it was, because I had decided that maybe I wanted to do something else. I had sat for the mid-level management exam and qualified, and was going to go over to the Bureau of Foods area as an administrative officer in one of their divisions. Dr. Ley knew that we'd probably move into Parklawn. So he said, "Well, I'm going to ask you to stay, and I'll ask them to hold the job, and when we move to Rockville, then that will be a good time for you to move over."

When we heard that Dr. Edwards was coming, I called the personnel office. I said, "I know you've been holding that spot at Dr. Ley's request. Why don't you go ahead and arrange my transfer to Foods?"

Dr. Edwards had intended evidently to bring with him to FDA some person, some young lady, who had been serving as his secretary in HEW at that point. But after he got over, saw the office, and the scope of responsibilities, he decided she wouldn't be able to handle the job. So he asked me if I would stay.

At that time, I also had an opportunity to go outside. Charlie Miller, you may remember, was with GSA. He called and asked if I didn't want a spot on the White House Staff. He had a son there and they were looking for somebody. But I decided not to go because I knew that there'd be a lot of extra work, and I felt like I needed a little better schedule with my daughters.

I told Dr. Edwards that I was going to the Bureau of Foods, and he asked me every two or three days, "Well, have you changed your mind? Are you going to stay with me?" Maurice Kinslow was the one who helped him phase in to the job. I told Maurice one day quietly—and he wasn't to tell anybody, but I think he did—that maybe I should stay with Dr. Edwards. After all, the commissioner asks for my help in his office, and I go instead to a subordinate office, I would be embarrassed to ever ask for assistance from the Commissioner's Office.

One Friday, Dr. Edwards got ready to go back to Chicago (Winnetka), where they lived, for the weekend. He came by and he said to me, "Anything we need to talk about?" I said, "No, I don't think so." He came back in later and said, "Are you sure there's nothing we need to talk about?" That second question caused me to think that Maurice had told him what I had said. But I made a good decision to stay with his office.

RO: How long did you stay then?

BS: Well, that was '68 and I stayed with him through his commissionership at FDA and the assistant secretary for Health position. So I stayed with him from '68 to '75. Yes, '75, because I guess he moved over to HEW in '73.

RO: I didn't realize that you had

(Interruption)

RO: You went with him then up to the assistant secretary for Health? Interesting. I thought you had left when Dr. Edwards came in and that's when you started in . . . Well, you mentioned the mid-level program. I didn't realize that you were interested in that mid-level program.

BS: When I went to take the mid-level, I thought, well, I've worked with some good people and hopefully learned from them. I think I can do better than the junior levels; I'm going to try the mid-level.

RO: But then in '75, you said you came back to FDA. That was when Dr. Edwards left as assistant secretary of Health.

BS: Yes. I had an opportunity to stay, but I decided to come back.

RO: Did you go back to the Commissioner's Office then in '75?

BS: No, I went to NCTR (National Center for Toxicological Research). I had a choice of two positions. One was to go to the executive secretariat, of which I had been the first chief a few years before or the local office of NCTR. I thought, well, NCTR would be something new for me. I don't know a lot about it and will hopefully learn more. So I decided to take that position.

RT: When you . . .

RO: So you did go out to NCTR?

BS: I was the Washington liaison for NCTR.

RO: Oh, Washington liaison. I wondered if you had moved out there.

BS: I knew some of the Public Health Service environmental people from my work downtown at HEW, and so I was able to work with some of them relative to NCTR matters.

RT: You had been chief of the executive secretariat. When was that, Beulah? Under what commissioner?

BS: That was Dr. Edwards.

RT: Dr. Edwards.

BS: I came to Rockville as his secretary. The office activity picked up so much that we had to add another person, so we got a receptionist. Then we had the secretary for him, while I functioned as "mini executive secretariat." He liked to deal with one person for all office support, and evidently I had sort of gained his confidence at that point. He wanted me to do all the interviewing for the subordinate staff. We had two secretaries in Deputy Commissioner Grant's office. Dr. Edwards was the first commissioner who had a chauffeur. I had to do the interviewing for the chauffeur and the secretary. He wanted me to make the selection for his secretary, and I said, "Well, you know, I think I can probably do that, but the secretary is going to feel awfully strange if she hasn't spoken to her boss." He did agree to interview the secretarial candidate that I recommended.

RT: Let's see. Was the . . . ? The person selected was Roosevelt? Wasn't that . . . ?

BS: Claudette Guilford.

RT: Oh, oh, I'm sorry. Did I hear you say chauffeur?

BS: We hired a chauffeur . . . I interviewed for a chauffeur.

RT: But that's who I was referring to. Wasn't that . . . ?

BS: Charles Thomas.

RT: Pardon?

BS: Charles.

RT: Charles Roosevelt?

BS: No, Charles . . .

RT: It doesn't matter. I just remember this fellow who did part of that duty.

BS: Yes, that was somewhat of a challenge for me. We had some good candidates. One was the brother of a driver for the vice president, and I felt a little bit of obligation there. Yet he didn't come across nearly as well as I thought Charles did. Charles had a lot of ability. He could have done other things. He just enjoyed driving, I think. He was a real sports fan, was very flexible, and could always be available—early and late. He and

Dr. Edwards just hit it off just like that—they forever had some small bet going on ball teams.

RT: So Claudette Guilford, as you were just mentioning, she then, what role did she . . . ?

BS: She was the commissioner's secretary.

RT: OK. That's right.

RO: When you were in NCTR, were you located here in the Parklawn as their liaison?

BS: Yes. I went to Arkansas several times, but I was here. Sort of to keep in touch with the press and with the things going on relating to NCTR.

RO: How long were you with NCTR? That's part of your career that I missed.

BS: Yes. That was from '75, when I came back, until '77—about two years.

RO: Later you went to Vet Medicine.

BS: Yes. I guess we skipped just a bit. While I was with Dr. Edwards, FDA set up the executive secretariat. I was asked if I'd be the chief of that unit. Before we had that office, so much paperwork with accompanying documents came through for signature of the commissioner and deputy. Sometimes correspondence had not been checked carefully for grammar, etc. Although, Marian Shaner was an excellent person down on the legislative side for congressional correspondence review.

I took that job, with a staff of three additional people. We'd check for policy, working with Maurice Kinslow's office, of course, and the usual grammar, punctuation, response to incoming, enclosures, and things like that. *Correspondence control* was one of the big responsibilities--making sure things were issued in a timely manner, whether they were incoming or outgoing.

I had been in that job about six weeks, when Dr. Edwards came over late one day, walked in my office and closed the door. He said, "Would you consider coming back into my office?" I said, "Well, what brings that about?" He said, "Well, just too many things are slipping through the cracks." And he said, "When you come back, I want you to be in this office exactly what Moriarty is in the secretary's office." I promised to give my answer the next day. I thought, well, the commissioner is asking me again to work in his office, so I guess that's what I'll do.

Then, he sort of depended on me to be a second set of eyes and ears. But more after that, I participated in more meetings with responsibility for ensuring that whatever was decided at the meeting or whatever action had to be taken was performed by somebody, whether our office, one of the staff offices, or a bureau.

RO: Well, I knew that at some time during that period the executive secretariat office was formed.

RT: Then you had a professional or two involved in the staff, too, didn't you?

BS: Yes, Bob Miranda was a systems analyst, and I had worked with Bob on some previous projects. We brought him on then to give me assistance in this department. And we had two other clerical people.

RT: When you went to the Veterinary Medicine group, when was that and what did you do there?

BS: Well, that was the summer of 1975, after I had been downtown. When Dr. Edwards was selected as the assistant secretary, he had asked if I would go down? I said, "No, I can't do that, because that may be a Schedule C position. I have a family, and I just have to have a little more security than that." He said, "Well, why don't you come down and help us get organized, and then you can come back?"

I did go down to help get the office set up. That was a real experience, because particularly the NIH (National Institutes of Health) people had not been used to having much control of their activities at the assistant secretary level. They were somewhat autonomous, *e.g.*, go up to the Hill for resource requests. One of Dr. Edwards' responsibilities was, of course, to get a handle on the health budget and be some central point for all the health agencies. Dr. Edwards was a surgeon and used to getting up early. So he was in the office very, very early. That was an interesting time.

Finally, with Mickey Moure's assistance, we were able to work out some kind of a personnel loan that would permit me to stay in civil service status in that office.

RO: Well, Mickey went along with Dr. Edwards to the department.

BS: He did go along, as well as John Droke.

RO: Yes.

BS: We still had the chauffeur there. That was during the time that we got a little beeper so we could contact him wherever he was because Dr. Edwards was sometimes a little changeable. We had all these health people out here, and I can remember one

time—I guess it was more than one time—but one time I remember so vividly, it was nearly time for the scheduled meeting to start, like about fifteen or twenty minutes. Dr. Edwards changed his mind and didn't want them to come downtown from Rockville. And they were, of course, on their way down. We called their car phones to notify them of the change. So we had to get in touch with the chauffeur the same sort of way.

RT: I remember once being with Dr. Edwards when I was in the legislative work. Dr. Edwards made several quick decisions on changes, and the driver was perplexed. After Dr. Edwards went into that particular place, he was shaking his head. "It was hard to keep up with him," he said.

BS: That was Chuck Thomas. He was a very good driver. A really good driver.

RT: OK. As you now are over at . . . Was it the Bureau of Veterinary Medicine at that time? Or had they formed the center?

BS: Yes. I left the secretary's office and came back to here for NCTR, rather than going to a position in the executive secretariat, which was what I was offered.

RT: I see.

RO: Then you went from the NCTR liaison to Vet Medicine?

BS: Yes, yes. Dr. Van Houweling had spoken to me about it a couple of times. But later on, I didn't feel like I was doing as good a job with NCTR as maybe some scientific person could do. So I met with Dr. Cramner when he was here one time, and said, "I

really think that a scientific person could serve the center better than I feel like I'm doing, just being a liaison person." So Jeff Staffa went to that spot.

RO: Sure.

BS: Jeff Staffa. You know, he used to be with Lloyd Tepper, Associate Commissioner for Science?

RT: Oh, yes.

BS: S-T-A-F-F-A. And then I went to Vet Medicine. Pearlie McKeogh, who had been a subordinate to Dick Bunowski in the administrative office, was leaving, and she was very well liked there. Dr. Van Houweling asked me if I'd come work there.

Shortly after that . . .

RO: Dick Bunowski was the administrative officer, wasn't he?

BS: He was the executive officer. Yes, head of planning and all the administrative side as well. I went to the administrative side.

Dick left a little bit later. Tom Perelli was head of planning in Dick's office. I don't know all the facts behind it, but evidently Dr. Crawford, who was new and had followed Van Houweling as Bureau Director, put a lot of pressure on these two guys to find some other job.

I worked well with Bunowski, and I think, based on comments from his office, he evidently was satisfied with the job I was doing on the administrative side. I was disappointed when he left. When he left, Crawford asked me if I'd come over to Dick's

position. I said, "Well, you know, I'm on the administrative side. I'll do the best I can." He said, "Well, if you don't, we're going to find somebody else."

So I came over in an acting position. Of course, we had to go through the announcing of those positions. About that time, Tom Perelli found another job with another agency. FDA announced Bunowski's job and also a deputy that would do the administrative work.

I didn't know how the FDA administrative people felt, you know, whether they thought I had enough experience to take on all of that, because you had planning, administration. Administration, of course, covered the bureau's space, budget, personnel automation, document control, etc.

While I was working under Bunowski, I had made the effort to computerize the budget execution side and the personnel records. Vet medicine was still doing all that just paper pushing. So I met with the computer people, outlined our needs, and got them to design a system for us. All of that was automated while I was there.

When they announced both the jobs, I applied for both, because I wasn't sure whether I'd be selected for either as far as that goes. But I thought I'm certainly not going to be embarrassed by being turned down for the top one, if I have not applied for the lower one. Then I was selected to be the executive officer.

RO: And that was while Dr. Crawford was here?

BS: Yes. And see, Crawford left then for a while.

RO: Yes, and then he came back.

BS: He came back. Evidently, when he got ready to come back, he and Dr. Bixler had some sort of arrangement. I think Bixler had been a banker, I guess, before he came to

FDA, and he evidently thought he could run the budget better than we had. He didn't understand the budgeting system. The object class usage, etc., was confusing for him. He evidently thought we weren't budgeting properly, especially in the area of public affairs.

So when Dr. Crawford came back, he was going to bring Dr. Bixler into his office in an umbrella position with oversight for public affairs, budget planning, automation, etc.

I moved over to the program side in industry information. There was not a lot of program money. You know, when they cut budget, it's research and education that is cut. Fortunately, I was able to work with some of the professional groups, like FDLI (Food and Drug Law Institute) and AVMA (American Veterinary Medical Association), and get them to arrange . . . use their group sort of as multipliers to pass along educational information. They gave us a lot of extra time. At our suggestion, FDLI set up a particular veterinary educational-type conference in Washington, and invited industry to register and come in for that.

Also the AVMA, I wrote a proposal that they extend their annual meeting by one day and do sort of a workshop. It seemed to me that a lot of veterinary medicine was not well understood, particularly by the small feed manufacturers and people like that. Some of them didn't even seem to know their operations were to be regulated. An operator would go out with a machine on the back of the truck and mix medicated feeds on the farms. A number of other cooperative ideas were under consideration when I left.

My last project as part of industry information was to do the FDA veterinarian subscription newsletter, to start from scratch and develop a mailing list and how we'd approach newsletter development. My goal was to get the first mailing to be 100,000. I came up with 93,000 plus. That included people and organizations with possible veterinary interests, because we didn't send to every individual. We decided to do two free newsletter mailings. We worked with the U. S. Printing Office (GPO) and their contracts office. They said we'd never get more than 2 percent subscriptions. But we

came up with four. They asked us to come down and explain how we got 4 percent subscriptions. They recommended against some of the things that we did. They recommended that we not send out any free issues, because they felt like people would pick it apart and decide not to take it. We did some printed ads and some other things that worked out very well.

RO: Not to send free issues, because . . .

BS: Yes, these people, according to GPO, would pick it apart and decide not to take it.

But I bought a mailing list from the AVMA and bought one also from the feed manufacturers, and did a lot of research in the libraries developing a list of professional organizations and government agencies, anybody concerned with veterinary medicine, we notified them.

RO: Were you able to work with the consumer affairs officers in the field on that as well?

BS: Yes. We invited their participation. I went to St. Louis and Kansas City one time to attend meetings and discuss some of our ideas for industry education.

RO: I wondered if they could be any help in the field in getting that information out.

BS: Yes. And they . . . The climate was not exactly the same in every field office, so they appreciated a little bit of leeway there to work with their own audiences as it seemed appropriate.

RO: I missed something along here, because you were in the executive secretariat, and then all of a sudden you weren't in the executive secretariat and you were heading up this industry information. Was that when Bixler was coming back in that you decided to get out of that or . . . ?

BS: No, I was in the Vet Medicine already as the executive officer. But Dr. Bixler and Dr. Crawford—I don't know all the details—but evidently they had some arrangement before. Dr. Bixler . . . I had been in regulation, and he'd been a banker, and he felt like he understood finance very well, but not, as we learned, quite the way government did it. That didn't work out too good either, because he didn't stay in that position very long.

RO: Was this your last assignment in FDA that ended . . . ?

BS: My last assignment was industry information. I left there . . .

Dr. Bixler was thinking about retiring down the road in about a year or two. He had a young man who worked with him, Gary Stefan, that he was very fond of and Gary was very supportive of him. He wanted to get Gary a promotion. So Dr. Bixler asked me if I would come into his immediate office to handle all of the administrative affairs and let Gary take the position that I had. I thought about it over the weekend, and he asked me not to say anything to the director's office about it until Monday, because he was going to go talk to them first.

I didn't know he didn't talk to them. So on Monday morning, I went down to Monte Nichols' office and told him what Dr. Bixler proposed and said, "I'm not going to do that." I said, "Dr. Bixler and I believe that we could support my going to his office with the grade that I have. But I don't think that would be a good job for me. I recommend that you abolish my job. I know that in six months you could bring somebody

else in, maybe change the position a little. I'd like to go do something else outside of government."

RO: I'm kind of confused. I thought Bixler ended up as being director of the Office of Compliance.

BS: He did, and he . . .

RO: Was that after this?

BS: No, that was during the time. He said he would only go to compliance if he could take three people with him, and I was one of the three he wanted to take over. I don't know exactly what he expected. He had the idea that I could be helpful in that big unit by handling personnel budget, etc., for the unit directly with FDA with little control at the bureau director level. Of course, that's not the way FDA operates. So, because of that, I couldn't be as helpful as he had wanted me to be helpful.

RT: What was the date that you left FDA employment?

BS: December 28, 1986.

RO: I left April 1 that year.

BS: Oh, you avoided the Social Security "windfall elimination provision," didn't you? Paul Hile, too.

RT: Now then, in all you served the agency a total of how many years?

BS: Well, from October '61 to December of '86--twenty-five years approximately.

RT: We'll want to put that on the cover sheet, and this is helpful. Thank you.

RO: While you were in Vet Medicine and Dr. Crawford was there and then decided to leave. Who came in in the interim?

BS: Dr. Guest was the acting.

RO: Well, didn't Dr. Guest come in after Crawford left again then?

BS: Yes, yes. When Crawford went to USDA, then Guest . . .

RO: Came, yes.

BS: Well, you see, I guess Dr. Harvey, he was acting part of that time. He worked with Crawford. Evidently . . . I got the impression that one reason they wanted me to work with Crawford and Harvey, I don't think either one of them fully understood government procedure, because SES (Senior Executive Service) had been coming down the pike for sometime, and when I got to the office, they didn't have a bureau implementation plan for that. The paperwork from Gerry Meyer's office was there, and nobody had done anything with it. I don't know what they were waiting for, but they asked me to write up position descriptions for them and for Dr. Norcross. So I assumed they were going to rely very heavily on the administrative staff or didn't fully understand it, and I wasn't sure. The same thing for merit pay.

RO: Were you privy to why Crawford left the first time?

BS: No, not exactly. I got the idea it was just the academic pull. He was a bright man, but I don't know.

RO: Would you comment on the commissioners that you worked for, as far as policies, styles, etc.?

BS: Mr. Larrick was an older man and was sort of like a fatherly figure, you know. Not only to me, but to a lot of the young people.

RO: The agency.

BS: The agency, yes. That's right. Dr. Goddard didn't have quite the same folksy relationship. He was professional, but like a big brother, so to speak, blazing the way. Dr. Ley was holding things steady and keeping the organization just going on more or less the way Goddard had started it. I think they generally agreed on the approach anyway, and so they just continued it. Unfortunately or fortunately, they didn't have a very long time to do that.

RO: No.

BS: And then Edwards, he had a lot of charisma and was able to make everybody feel important. He had trouble with the names, but he would see people on the elevator and they felt like he knew them because he'd smile and say, "Hello" and things like that. His face was somewhat like a mirror, you know, if things were good or bad. We tried to shield him when necessary from some of that. But they were all fine, hard-working men.

RT: You certainly have established your prowess through a number of different administrators, and obviously your commitment and abilities were recognized by all of these people or you wouldn't have been in that part of the organization for so long of time.

BS: I actually feel complimented. I got my degree from Maryland University in technology and management, well, with a double major actually with public administration. But FDA was good to me and I tried to be good to it by hard work. I feel like I had a very good career.

RO: Are you retired now?

BS: Not exactly.

BS: I did real estate for about two years. My daughter came back home, and in real estate your life is not your own. I was doing well, but I decided this is too hectic. As long as it was just my husband and myself at home, he'd go with me, and we'd go to what we had to do, open houses or whatever. But when she came back home, I thought, "Well, we've got to have supper at some time or another." So I went over to WSSC (Washington Suburban Sanitary Commission), the water company, and applied there and was hired shortly after that. I spent like ten years there.

RO: Ten years at WSSC?

BS: Yes. I retired from there last August and went back to grad school.

RO: So you're going to grad school now? And then what?

BS: I expect to volunteer for hospice and prison ministry for women. I'm working on a grad degree in psychology and counseling.

RO: Interesting. Is your husband retired?

BS: Yes, he retired in '91. He enjoys piddling, you know, whatever the day brings. But I have to have more structure than he likes.

RO: Were you married when you came to FBI the first time?

BS: No.

RO: No, you were married after that. I know when you mentioned that when you went back to Sterilon that you were married then?

BS: Yes. I married about four years after I came to FBI. I was actually a high school recruit, so to speak. I made an application, went to Strayer College. Strayer used to be a junior college downtown Washington. I got my certificate there. Then a couple of years later I began to realize that's not what I really should have done. I should have gone to a liberal arts school. So, I started taking courses at American and George Washington Universities, whoever offered a course close to the office that I could go to after work. I got all my credits together and finally got my degree in '83. Then I did thirty hours of graduate work in information management. That was about the time I left FDA, and I thought, "Well, for this job change, I don't actually need that professional field. So why should I spend another \$2,500 of my money just to get that degree?" I had some psychology in my under-grad work. When I began to think about leaving WSSC, I

thought, "Well, I'm going to volunteer with hospice and/or women prisoners who have served their sentences and are returning to society."

RO: You worked with Dr. Van Houweling, didn't you?

BS: Yes, for a while.

RO: He was doing a lot of work with prisoners.

BS: Supposedly, it's the fastest growing population. The women population, according to reports, has increased more than the male population. After people serve their sentences and are ready to come back home, they're probably more afraid of society than society is afraid of them. I'm just beginning to get the training.

RT: Certainly you're a very active, action-oriented person, and that's to your credit.

BS: It looks like I'll be doing some work with the Phelps Senior Center in Laurel. They called me and I talked to them. But that would be part time, probably fifteen hours a week in center work there.

RT: You're a bundle of energy.

BS: I am a high energy person.

RO: I can see that. Well, you've had a very interesting career in FDA. Anything you'd like to add?

BS: No, I think not, except to thank the loyal people with whom I worked and gave me opportunity to develop. I had to go once the way was made, but I had a lot of good support from those people and thankfully gained their confidence.

RT: Well, we're grateful for your affording us this opportunity to interview you.

BS: I hope it's helpful.