

**History**  
**of the**  
**U.S. Food and Drug Administration**

**Interviewee:** Theodore Cron

**Interviewer:** Suzanne W. Junod, Ph.D.  
Robert Tucker

**Date:** November 8, 2004

**Place:** Rockville, MD

Interview with Theodore O. Cron

November 8, 2004

RT: This is another in the series of FDA oral history interviews. Today, the interview is with Ted Cron (TC). Mr. Cron's last position in the Food and Drug Administration was Assistant Commissioner for Education and Information. The interview is taking place in the Parklawn Building in Rockville, Maryland. The date is November 8, 2004. Dr. Suzanne White Junod (SJ) and Robert Tucker (RT) of the FDA History Office are conducting the interview. [Mr. Cron reviewed and expanded the transcript. The original interview can be heard on the tapes].

Ted, we would like to cover briefly your personal information, where you were born, educated, and any relevant personal professional experience you had prior to joining the Food and Drug Administration.

TC: Okay. Well, I was born in Newton, Massachusetts, in 1930, of a rather poor family. My father was in the junk business, and I worked on the truck with him as a kid.

I went to the Newton Public Schools, one of the best public systems in the country. I did well and was advised and encouraged by my teachers to go to college. I applied to several -- Bates, Bowdoin -- but was turned down because they had quotas against Jews. I decided to try the Navy, because it would have been free. I filled out all the papers for NROTC and took all the required aptitude and College Board tests. I scored well on all of them, but the Navy turned me down. Nevertheless, the college I picked to go to, if the Navy had accepted me, was Harvard -- and Harvard accepted me!

RT: What year was that?

TC: 1948. It was something of a fluke. Harvard also had a Jewish quota at the time, but for some reason, I got slipped in because of the Navy. Then the Navy didn't want me.

I spent four years in Harvard as an English major. I also got interested in an extracurricular film-making group called "Ivy Films. Inc." I joined, was featured in a short subject called "Much Ado About Studying," and in my senior year was elected president of that student corporation. That year we had a major film premiere in downtown Boston of our first full-length feature, "A Touch of the Times,"

with "Much Ado..." as a short on the same program. It was also the year that two guys from Brandeis University and I got together and started a film company called Contemporary Productions. We filmed the Creative Arts Festival that was the highlight of the first commencement at Brandeis. I met Lee, my future wife, while filming there. We also did a mini-documentary on World War II refugees coming to America and we were the last company to film them arriving by ship in New York City.

I also got into politics a little bit. I helped set up the first Harvard chapter of the NAACP and the Young Progressives of America. I also ran for class office, but lost by just a few votes. I was an unusual student candidate because I had a radical platform: eliminate the picture, religious preference, and mother's maiden name from applications to Harvard. That finally happened, of course, but after I graduated.

I wanted to be an English teacher. After getting my AB degree in 1952, I went on and got a full scholarship to the Harvard grad school of education, and got a master of arts in teaching in 1954. It would have been in June 1953, but I flunked educational statistics and had to do a make-up

course - in modern architecture! - over the summer. I got an "A" in it. Oddly enough I passed a course I personally developed and gave myself -- audio-visual aids -- because there was no such course in the catalog and, with my film background, I was already thinking about a possible career in educational films.

In grad school I became good friends with the Dean, Francis, or Frank, Keppel. I was elected VP of my class and Frank assigned me to be his "greeter" when dignitaries visited the school. Even with the statistics debacle, I had a good year at the HGSE.

I joined the army in September 1953, right after summer school ended. I was already engaged to Lee Heilpern, a creative arts sophomore at Brandeis. We were married in January 1954, between my two 8-week periods of basic training. In fact, we honeymooned in Anniston, AL, living in a cottage not far from the main gate into Fort McClellan, where I was assigned to learn how to be a gas mask repairman!

I had joined during the Korean War, but just when I was entering training, the hostilities ended. After my basic training I was sent to Camp McGill in Japan, where I was put in charge of troop information and education. I

was there for ten months. My wife and I -- I had brought Lee over at my own expense -- enjoyed Japan so much that, after my separation there from active duty, I applied for and got a job as a civilian working for the Army, called a DAC, Department of Army Civilian, D-A-C. We stayed in Japan for a total of two years and loved it very much. With Lee leading the way, we visited many of the new young Japanese artists, like Saito and Munakata, and bought some of their work.

One of my jobs was to monitor the staff at Pacific Stars Stripes in Tokyo. I did a little free-lancing, too. I wrote and edited short films for USIA at the American Embassy and also did some film scouting for a friend back home who worked for United Artists.

When I came back to the States in January 1957, I went to work in New York City. My wife's family was in New York. The film industry was depressed, so I went into magazine publishing. My first job was as a writer-editor with a small group of girlie or "cheesecake" magazines. Chicks & Chuckles, TV Girls & Gags, that kind of thing. I researched and wrote such stories as "How to Buy a Wife" and "You Can Change Your Face." After about 8 months of that I answered an ad in the NY Times and was hired by

Scholastic Magazines to be Managing Editor of its weekly classroom magazine called "Practical English."

I stayed at Scholastic for 3 years. I wrote and published some short stories and even had one translated by an old Harvard pal of mine, Leo Bersani, into easy French and published both versions side by side. That was an exciting "first."

I also became Scholastic's record reviewer (as "Bob Sloan") and in the process got to know Moses Asch, who ran Folkways Records. I suggested that he try producing records for classroom use. Moe said OK, why don't you do it? I agreed and, with the help of Al Barouh, a neighbor in Queens and a brilliant junior high social studies teacher, produced two 3-record albums called "American History in Ballad & Song, Volumes I and II."

Another result of my work with Moe was that Scholastic got interested in the records, too, and set aside a large space in its NJ warehouse to handle Folkways records. Later, after I left the company and Moe died, Scholastic bought the whole Folkways archive. Then, later still, the Smithsonian took over the Folkways archive from Scholastic. That's where you buy those incredible albums today - including my two.

At about this time, Lee and I were planning to have a family. But I had no health insurance, so the costs of having our first baby would have to be paid out of my pocket. In order to get some additional money, I moonlighted for the North American Newspaper Alliance, a news syndicate with 140 subscribing papers around the country and overseas, too. At first I was just a night editor twice a week, receiving copy from reporters and columnists at the NANA office in the NY Times building, cleaning it up, and then sending it out on the wire to all subscribers.

David Lawrence, something of a curmudgeon, almost had me fired because I corrected his faulty punctuation. I kept my job by promising never to touch his column again!

I also earned an extra \$25 a week by freelancing a business/finance column for NANA. I wrote about the gold market, coffee futures, the future of railroads, etc. I also did a big story on the arrival of jet aircraft; this was 1958, remember. I interviewed Eddie Rickenbacker, head of Eastern Air Lines, and other industry leaders. In the story I indicated that the prop-jet approach of the British Vickers-Viscount corporation would not work. After the story hit the world's papers, the V-V people came to New

York and took me to lunch at the exclusive Wings Club, a private dining club on the 3<sup>rd</sup> floor of the Biltmore Hotel. They tried to get me to re-think my conclusion and write a correction. I was mortified, but kept my mouth shut. After all, I was a Harvard English major just trying to earn enough extra cash to pay for a baby!

After this lunch, I told the NANA editor, Sid Goldberg, that I couldn't keep up the phony pretense of being a business expert, and I quit the story-writing side of the job. He was sad because my stories were the only NANA stories that ever appeared on the business pages of the Chicago Trib, the NY Times, and other major papers.

Lee and I had subscription tickets to the NY Philharmonic with Leonard Bernstein at Carnegie Hall. Lee had studied under Bernstein at Brandeis. One day in 1959 the newspapers reported that developer Robert E. Simon had bought Carnegie Hall and was going to tear it down.

I loved the Hall and so, with a photographer friend, Burt Goldblatt, we pitched a book idea to Rinehart Publishers. It would be a picture-and-text history of Carnegie Hall. Rinehart bought the idea, gave us a small advance, and we went to work. I gathered facts and photos from 51 different sources -- Sol Hurok, Columbia Records,

Isaac Stern, the Village Vanguard, W.C. Handy's family, etc. -- and wrote all the text. We finished it in less than a year, but, because of mergers, etc., in the publishing industry, the book, Portrait of Carnegie Hall, didn't come out until 1966, when it was finally released by its new owner, Macmillan Publishing. My net profit from this book was \$200!

I was only at Scholastic for 3 years. I should add that the reason I left Scholastic in 1960 -- or had to leave -- was that I led the effort to organize Scholastic as a unit of the American Newspaper Guild, AFL-CIO. A lot of us were bugged about no benefits and the company's use of contractors to do the work formerly done by full-time people. Management never forgave me and let me know I had no future there anymore.

Fortunately, just at that time, I was being recruited to be editor of a magazine called Overview, later changed to be American School and University. It was a monthly trade/professional magazine that went free to all superintendents of schools, college presidents, and other executives in the education field.

Jack Kennedy was now President. He had appointed my old dean and friend Frank Keppel to be the Commissioner of

Education and run the Office of Education. This was before it became the Department of Education.

I did some interesting, innovative things as editor to lift the magazine up above its pedestrian competitors. I commissioned original art for our covers and they won us several prestigious awards from the Art Directors Club of NY.

At about this time I read an article in the NY Times about the fact that textbooks hadn't really got the story straight about the causes of World War II. I knew that most of my school executive readers were WWII veterans, so I produced a feature article called "Why Daddy Went to War." I had the major publishers send me their latest high school history textbooks, which I read and reviewed. I also contracted with three American reporters in Berlin, Tokyo, and Rome to do a similar review of the textbooks in the former Axis countries. The result was a shocker. For example, one German textbook talked of "thousands" of people, not millions, being sent to concentration camps.

I also did the four interviews and wrote the articles on the relationship between education and the arts. The featured artists were Agnes DeMille (on dance), Norman

Dello Joio (on music), Ben Shahn (on painting), and Langston Hughes (on poetry).

I published the first stories in our field describing the birth and rise of the American Federation of Teachers, AFL-CIO. I also went to Atlanta and interviewed the leadership of the American Teachers Association, the professional association for black teachers in the South. I met James and Julian Bond and their father, Morehouse Dean Horace Bond, and others, young and old, who were trying to turn the 1954-1955 Brown v. Topeka victories into reality in local Southern schools.

So here I was, running an innovative education magazine and also tuned right in to the Johnson agenda and the Commissioner of Education's agenda in Washington. I ran a lot of Washington-based stories, I hired a Washington correspondent, and I'd come down periodically myself to visit during the Kennedy years. In the course of that I got to know and become friends with Keppel's special assistant, John Naisbitt (later to become famous as the inventor of MegaTrends) and the Office of Ed's public affairs director, Lee Goodman.

Meanwhile, in late 1963, my publishers decided, for some strange reason, that they were going to move their

whole operation from New York City to Pittsfield, Massachusetts. So I had to look for another job, and I did early in the spring of 1964. By then President Kennedy had been assassinated and Lyndon Johnson was now President. I was encouraged by my Washington correspondent, Ted Schuchat, to come down and talk to the Office of Education people. Maybe they'd need me. I came down and talked to Commissioner Keppel and John Naisbitt.

I also had an interview with USAID (U.S. Agency for International Development) because there was an opening to be editor of America Illustrated, probably one of the most significant magazines published by this country. After the interview I was told I was one of two finalists for the job of editor, but the FBI had to do a new security check on me. I had had a secret rating when I was in Japan, working as a civilian for General Isaac D. White, commanding general of the Army Forces Far East, Eighth U.S. Army. Now I had to be completely vetted again, but it took a long time.

Coincidentally the Johnson White House sent out a memorandum to all federal agencies that they had to get their publications in order. There was a lot of wasted money and people were complaining about a lot of junk stuff

being published. Well, I was in the magazine business. So a couple of weeks after I was interviewed at the Office of Education, Naisbitt called me and said, "You want the job? It's yours." I accepted. This was May 1964.

I came down to work in DC on July 1<sup>st</sup>, 1964, and created a new government magazine called American Education, which replaced several smaller unreadable ones. I designed it to be coffee-table size, with articles and photographs by excellent professionals. I discovered when I came to work at OE that their photo file held only black and white pictures of white boys and girls. Boys were shown doing science and sports; girls were shown in cooking and sewing classes!

I took the train to New York one day and met with Phil Rosen and Howard Chapnick of Black Star, the preeminent photo agency for news and feature photos. Their stringers and freelancers were tops and they were everywhere. I contracted with them to send their best photographers out to the nation's schools and colleges to take shots of black and white kids in class together, black and white teachers of integrated classes, Indian students, handicapped and disabled kids, boys and girls in math and science classes, etc. The deal was that I had rights to one-time use of any

photo taken under the contract, but that Black Star could keep the negatives and sell prints to other non-government publishers. Pretty soon, most of the major textbook publishers, plus some encyclopedia publishers like Grolier, went to Black Star and began publishing photos of modern integrated classrooms. They'd call me and I'd refer them to New York. Except for a handful of historically interesting shots, I junked the whole backlog OE photo file when the Black Star photos came in.

I had photographers like Fred Ward and Dennis Brack and Bruce Davidson. Later, I added some fine writers. I called Eudora Welty one day and asked her if she would attend the first federally-funded and integrated teacher training seminar in Jackson, MS, and send us her impressions. I'd pay \$500 and not change a word. She agreed and we did publish it. The artist Robert Osborne also did a piece for me titled "Art Gets the Tag End of Friday."

I wasn't always successful. For example, I went to New York one day and met with Morton Gould in his 5<sup>th</sup> Avenue apartment and negotiated with him to write an "American Education" march for us. I would reproduce it in our magazine and it would be a gift to the marching bands of schools across America. I said I'd give him an honorarium

-- not much, \$500 -- but the piece would then be in the public domain. He liked the idea very much.

I went back to Washington elated, only to learn a week later from Gould himself that, as a member of ASCAP, he could not after all give away an original composition as I had wanted. That was a heart-breaker.

I was involved in a lot of the Great Society educational stuff: doing charts and fact sheets to support the new billion-dollar Title I program for inner city schools, the Higher Education Act, and the Civil Rights Act. When the White House needed a special letter or memo or a proclamation regarding unionized teachers or integrated schools, I was often given the task of doing the draft for the President's signature. It was great fun.

For the big White House Conference on Education in 1965, I ran the press office and the bullpen of contract writers covering the different panels. I was also part of the audio-visual team, including some great people from OEO (Office of Economic Opportunity) who did the storyboard for the President's salute to the "Great 89<sup>th</sup>" Congress.

Now, at this time my immediate boss was a wonderful guy named Leroy "Lee" Goodman, who had been a newsman at the Los Angeles Daily News before coming to Washington, and

he did not like meetings. The head of the HEW (Health, Education and Welfare) Information Office at that time used to call meetings once a week for all the information guys in health, education, social security, welfare, whatever, and Lee would send me to those meetings because he hated to go. We would sit around a table and say, "What's new?" and we all had something to say because this was, after all, 1964-65. There was a lot going on.

Wally Jansen used to represent FDA. Wally never had anything to say. Nothing was going on in FDA. And every now and then, some FDA thing would break in the news -- the cranberry scandal or something or other -- and the Department was always caught flat-footed because Wally never said anything, never knew anything was going on, or never said anything about it.

Well, in late 1965, HEW Secretary John Gardner had the Rufus Miles Commission look into what was wrong with the FDA. George Larrick was FDA Commissioner, and it was not a good situation. The White House was also upset with the conduct of the FDA at that time.

The Miles Commission reported to Secretary Gardner that changes had to be made and that maybe it was time for the FDA to have a medical doctor as a commissioner.

Well, the next thing we know, a fellow named James L. Goddard, a doctor who had been heading up the CDC in Atlanta, was appointed FDA Commissioner. He had a reputation as a raring-to-go kind of a public health officer, with an excellent background, and lots of energy, and Gardner was excited about putting him in as Commissioner.

Goddard came down to Washington in early January of '66. I was sitting in an OE staff meeting at the time and we were talking about changes in the Department. I told John Naisbitt, "John, I feel sorry for this guy, Goddard, because he's going to try to do all kinds of things and nobody's going to know anything. The President won't know, the Secretary won't know, the public won't know, the Congress won't know, because Wally Jansen will sit there and bottle it up. Nobody's going to know a thing, and that's a shame."

John said, "Well, if you're so smart, why don't you go over and tell Goddard? That's important information."

I said, "I'm here."

"Well, go over there."

So I went in my office and called him up. I got Beulah Sink on the line -- the Commissioner's amazing secretary --

and said that I was an information person in the Office of Education and I had some information I'd like to convey to Dr. Goddard. He was there and she put me right through to him.

"Dr. Goddard," he says.

I said, "Sir, I've been encouraged to come over and talk with you. I'm just across the street in the Office of Education." I told him briefly what I thought his problem was regarding FDA's information policies.

He said, "Well, I've got some time here. Why don't you come over now." This was like five o'clock.

I said, "Okay."

I walked over. I was in Federal Office Building 6; the FDA was in Federal Office Building 8, just down the block.

I walked over and went up to the seventh floor, and there was Jim with Winton Rankin, the Acting Commissioner, soon to be Deputy Commissioner. Goddard said, "Sit down. Anything you tell me, you can tell Winton. We don't keep secrets from each other."

I closed the door and sat down. He said, "All right. What's the problem?"

I repeated what I'd told John Naisbitt. I said, "You know, Wally Jansen, who runs your Office of Information, is famous for not telling the world anything."

Wally's modus operandi was to save up everything that was going on in a week, and then do a press release or two press releases on Friday. He'd have a runner take copies of these press releases over to the National Press Club, up to the thirteenth floor, and put them in the rack. They'd get there about four o'clock Friday afternoon, when nobody's around. They'd sit there all weekend, and then the cleanup people would clean it all up Monday morning, so nothing was known about the FDA. That was Wally's relationship with the press.

I said, "Dr. Goddard, if you're going to try and make some changes, you'll want to convince the Secretary you're doing a good job, and the President, and you'll want to make some friends on the Hill. So you're going to have to do something about your Information Office, because it's not going to work for you, it's going to work against you."

Well, we had quite a talk about that. He wanted to know some of the other things that I like to do, and that I was able to do, and where I'd gone to school and in general who I was.

At the end of the conversation, close to six o'clock, he said, "Well, you've got some good ideas. Why don't you come over and do it?"

I said, "Well, I work at the Office of Education."

He said, "Well, we can transfer you over. I could use you. We need somebody."

I said, "Well, can I tell you tomorrow?"

He said, "Yeah. Think about it tonight."

I went back to the Office of Education. Johnny Naisbitt was still there, and I said, "Guess what? He offered me the job as his Special Assistant."

Johnny said, "Terrific," because John Naisbitt was Special Assistant to Keppel. He said, "You can do all kinds of things. It's wonderful."

I went home and asked my wife, "What do you think? It's going to be long hours." She said, "Well, that's what you come down to Washington for." We'd left New York and moved two little kids and everything else and came to Washington to get into the swing of things with the Great Society. Well, here we were.

The next morning Goddard was at work at eight o'clock, and I called him up. I said, "Okay, it's a deal."

He said, "All right. I'm going to put the papers in. How about two weeks? Can you be over here in two weeks?"

I said, "Sure."

So this was mid-January.

Well, I was hired, and my first day on the job was January 31<sup>st</sup>, 1966. It followed one of the biggest overnight snowstorms that Washington ever experienced. The government was closed, literally closed. I was living in Southwest Washington in a townhouse in River Park, and I used to walk to work at the Office of Education. So here I was again, walking this time to the FDA. I walked up 4<sup>th</sup> Street in the middle of the street. Nothing was moving. Snow up to my shins.

I got to the FDA building and rang the buzzer, nobody around. Then a custodian came to the door, wanted to know who I was. I said, "I'm the new Special Assistant for Public Affairs for the new commissioner."

"Oh, well, nobody's here."

"Well, I am."

"Well, all right. Come on in." That was security in those days.

I went up to my office. There was the Commissioner's office, Beulah's office, and then mine. So I went up to my

office and sharpened pencils and got myself some coffee from the coffee machine, just wandering around, organizing files, and so on.

I guess it was eleven o'clock in the morning, the phone rang, and it was the Associated Press. They wanted a statement about what we thought about the krebiozen verdict, which went against the government. I knew that there was an issue with krebiozen, which had been illegally marketed as an anti-cancer drug. The FDA had been in court in Chicago on that case. Now the trial had ended, and there was a verdict that morning. I'm sitting there, the only one in the FDA to answer this. So I said, "I've got to call you back."

I called Goddard and told him about it. "Oh, wow. Is that right?"

"Yes."

Then I called our General Counsel, Billy Goodrich, and discussed what we should say about an appeal, etc. I wrote all that stuff down. The rest of the day it was AP, UPI, the Chicago Tribune, New York Times, from the East Coast through the Midwest, to the West Coast. The phone was lit all day long. I did interviews with radio stations in Oklahoma and in San Francisco. I was on the phone or on

the air till almost nine o'clock. I would run downstairs to the snack machine to get coffee and little crackers. I had no other food. But I couldn't leave. Finally at 9 PM I went home.

That was my first day on the job. I was Mr. FDA. There was nobody else in the building except me and the custodian. That's how I began the job. The next day people came by the office and told me I had done a wonderful job. Boy, I was glad I didn't blow it.

Now I had to do something about Wally.

When I was in the Office of Education I had learned sort of tangentially that every agency could have an historian to document what was going on and what had gone on in the agency. This was by law, and we had one in the Office of Education. I checked around and learned that the FDA did not have an historian.

Wally had been there for a number of years. He knew a lot about quackery issues and he was interested in the history of FDA. He just wasn't a very good newsperson.

I invited him one morning for breakfast at the Press Club. Over eggs and coffee I said, "Wally, we're going to have to make some changes. That's why I was hired. And I'm going to restructure and change the press and public

information operation. Here's what I want to do. I'm going to set up an FDA History Office and a historian's position. It'll be at your grade level. I want to transfer you into it. On top of that, because I know you do a lot of work with the AMA (American Medical Association) on the quackery issue, you've gone to those meetings, and you know Harvey Young down in Georgia, I'm going to give you a \$2,000-a-year travel budget which you can draw on when you want. You don't have to ask my permission. I don't care. When you run out of money, that's when you'll have to ask me." \$2,000 in 1966 was a lot of money for travel.

He was a little concerned about my proposal and he talked to Winton Rankin about it. Winton apparently told him, "Wally, you don't have a future in the news office with this guy Goddard and this guy Cron. You'd better get out." Wally's only condition was that he have the big Harvey Wiley desk. He said, "I want that desk because that's a famous piece of property. I want it."

I said, "Okay, but it's a big desk. I don't know where we can put it with you."

"Well, find a place."

So we found an office that just barely accommodated the desk and Wally. But he had the desk. And we changed.

RT: That was an unusual desk in that it was really a sort of a two-person desk, it was so large. It's the one Ron Ottens and I are using now in the History Office.

TC: Yes.

SJ: It actually wasn't Wiley's desk, though. It was Paul Dunbar's desk.

RT: Yes. Commissioner Dunbar had used it initially, but Wally attached a lot of sentimental value to it.

TC: Well, that's interesting. Wally claimed it was Harvey Wiley's desk.

SJ: He probably thought it was, yes.

TC: Anyway, he left and went off to become FDA's historian. Wally had three people working for him: Charley -- I apologize for some missing last names here, but these are senior moments I go through now and then. There was also Vivian Boardman. The third guy was an okay guy. His name was Ed Nida.

I sat down with them and told them what was happening and that from now on they would be answerable to me, and let's work together. We talked about the fact that everybody wanted to interview Goddard, but we would hold off

one-on-one interviews until we had our first press conference, which would be soon. Goddard had agreed to that plan, too. I asked the staff to let me know where in FOB-8 we should have the press conference and also to give me the names of all the reporters who should be contacted.

About two hours later, I got a call from Carlton Spitzer who by then was running public affairs for HEW. Carl said, "What's this about a press conference?"

I said, "What's what about a press conference?"

"I understand you're planning a press conference. You know, you've got to do that with us."

I said, "Wait a minute, wait a minute. How do you know about this? We were just talking about it."

"Well, you know, we get information. That's not the point. The point is, what about this press conference?" "

I said, "I'll get back to you."

So I didn't believe he got this information by accident. I'm just sure of that, and I was sure it wasn't Wally because Wally wasn't there. It must have been Charley, because he had been upset at the fact that Wally was gone and he was not being promoted to lead the press office. I was furious that someone on the staff had leaked information from our staff meeting, so I went down to the

press office on the third floor and asked Charley if he had called the Department.

He said, "What's the problem? We're all in this together."

I said, "No, we're not. This is a very special time for the new Commissioner and for me and for the whole agency. What you did was disloyal, and you're through. As of right now you're on administrative leave. Pack up. In two hours, I want you gone."

"You can't do that to me."

I said, "Yes, I can."

Well, he took the administrative leave. He had some friends and got a job in the Department of the Interior where they had a new clean water program. But he was gone, And I really had to do that because the last thing Goddard needed was any evidence in the agency that, if you went around behind his back, you could succeed, and I didn't want that to happen in my office. So Charley was gone.

We had other fine reporters covering us as well. There was Johnny Spivak in the Wall Street Journal and Steve Rippey of Drug Trade News. There was Ed Beller and Ralph Cosham and a number of really good, strong, hard-hitting male and female reporters.

They were important because, as I explained to Goddard the first time we met, if you want to tell the Secretary and the President that they made a good choice when they picked you, you're going to have to do it through the newspapers. They read the papers, but they may not read your memoranda. You may not have any other way of letting them know how good you are. So we're going to do a lot of stuff that will make news, and they'll see that you're doing the right thing.

Hence, as soon as possible, I put together a press conference for Goddard, which was very much appreciated. An interesting thing about it is when the first conference was held and AP is running stuff on the wire, UPI, I think it was the Evening Star - - it might still be going, the Washington Evening Star. I believe they had their issues out, and I got a call from Walter Sullivan, the New York Times science editor. I'm sorry, no; it was Jane Brody, who was Walter's assistant at the time. She wanted to know what Dr. Goddard had said.

I said, "Well, ask AP."

"Yes, but do you have any other kinds of quotes?"

I said, "No. You weren't there. You need to get the story."

"Well, you know, we really would like to do a good story about Dr. Goddard."

I said, "Fine. You should have been here."

So she went and got Walter on the line, Walter Sullivan, who was Mr. Science. Walter said, "Oh, Ted, you can only do your man good if we had a good story. Maybe you can help us out."

I said, "Walter, I can't help you out. Everybody else came, and they're doing the best they can. I'm not going to outshoot them just to help the New York Times. If you can't put a man down here, or a woman, whatever, then forget it. You missed the story. Get it off the AP machine."

Well, he was really furious, and he called up the Department, and I got a call from the Department saying, "What's going on with the New York Times?" I explained that they wanted to do the story. I don't work for the Times, I work for the people of the United States. I don't do reporting for them. I don't do reporting for anybody. The Department accepted that, since it was reasonable.

Well, the next thing I know, about two weeks later, I got a call from a friend of mine, Harold - - I'm trying to remember his last name. He was a neighbor of mine when I

lived in Mt. Hudson, New York, before we moved down to Washington. He said, "What have you done?"

I said, "What's wrong? What's wrong?"

He said, "Do you realize I've got to sell my home? I've got to move my family to Washington. My kids are in school. Or I've got to quit my job."

"What are you talking about?"

He said, "You idiot! Don't you know what you did? Walter Sullivan said I go to Washington and report science for the Times, or I'm off the staff."

I said, "You're kidding."

"No." He was furious.

Well, they didn't have anybody covering FDA or the NIH at that time. So Harold came down and he covered these agencies. That was the first time the Times had anybody down here. Oh, yes, and they genuflect. Forget it. No, no. You do your job, I do my job. That's it. So that was the beginning of science coverage in Washington.

From my first day I worked to get an information program going. I talked with everybody, all the bureau heads, asked them what their issues were, and I went to some of their staff meetings and got a sense of what was

needed. Then I had to quickly hire my own people to carry out the program.

For example, we had The Pill, the first Oral Contraceptive. Vivian Boardman obviously was not going to handle pill issues. In fact, she was soon retired on medical disability. So I needed someone to handle women's news, that kind of thing. Also, I believed that we had to look for a non-industry constituency, because we had a lot of consumer/patient issues on the front burners. It seemed to me that we could develop a consumer constituency, a labor constituency, a women's constituency, and an educator constituency. I had to hire people who could help me find them. I also needed someone to handle doctors and nurses and hospital and medical magazines. That was Ed Nida. And I needed a basic all-around general news guy.

So I laid all this out and talked to Goddard about it. He approved of my plan.

I hired, as my deputy, a fellow named Paul Schuette, who had been a reporter in Red Bud, Illinois, then had worked on the Washington Post, and was also, coincidentally, an émigré from the press office of the Democratic National Committee, and that didn't hurt either. We were all Democrats at that point. Paul was recommended

by my friend Irwin Knoll, who was then on the National Desk at the Post.

Then some other FDA reporters came along with recommendations. That's how I found Milt Wisoff to handle the general-news desk. Milt at one time made a living writing thriller and mystery scripts for radio. I recruited him from the Social Security Administration. He was very good, smart, and funny and took no crap from anybody, including our own FDA docs. Everybody loved him.

I also had a woman named Judy Bublick who came down from New York City. She had been in radio and TV, and she was very good in getting people on the "Today Show" and "Good Morning America" and that kind of show. That was her thing. She came and insisted that I hire her. I mean, she really insisted. I said, "Well, we don't need that."

She said, "You do."

I hired her, but I said, "This is a temporary appointment. We'll see if it works."

Pretty soon Goddard was on the "Today Show" and virtually every other talk show on TV. Judy would call up all her friends in New York and say, "This guy's available. He's fantastic!" She loved Goddard. She thought he was the greatest public servant since FDR, whom she also knew,

by the way. Judy was not a young woman, but she had so much energy. She was my radio and TV person, which I never intended to have but was so glad I hired her.

TAPE 1, SIDE B

RT: You were indicating the difficulty in finding a women's editor. We can continue on that.

TC: Well, the problem was that there were more experienced man in the press those days. A lot of guys were around, but not that many women had experience in newspapering. Also, all the guys, including me, with this five-point veterans preference thing, made it very difficult.

So I put the word out that I was interested in finding someone to handle the women's desk, a women's reporter, and along came a woman named Ina Heymyer. No, I'm sorry, that's her married name. Her maiden name was Friedelson. She was sent to me by Senator Robert Kennedy's office. She was from New York, and had worked for Mayor Robert Wagner, but wanted to go down to Washington to get into the Great Society thing. She'd heard about Goddard - not too much since we hadn't had a press conference yet. So she wanted to meet me and see if she could get the job.

Well, she had very good credentials. She was bilingual, English and Spanish, and she was very sharp, and she was a real New Yorker. She wouldn't take no for an answer, and I was impressed. So I said, "Okay fill out your Form 571 and whatnot, and let's go to work."

But I had, out in the street, this advertisement for this job. People had submitted their papers, and I had a couple of guys, one, I think from Oklahoma City, and I think one in Philadelphia, who were at the top of the list. Then I had Ina, so I asked the personnel guys, "I don't want a man running the women's desk."

"Well, sorry, but you've got to go through the routine. Look at their papers, you interview them."

I said, "Can I interview them on the phone?"

"Yes, Yes, you can interview that way."

Okay, so I made a list of questions that everybody would be asked, regardless of who they were. I called up the guy in Oklahoma and I said, "You want to move here?"

He said, "I'd love to, love to work."

"Okay, it's the women's desk."

"Yes, okay, that's fine."

"Well, here are some questions I'm asking all the candidates. Have you ever had any experience with dysmenorrhea?"

"No, I'm sorry."

"It's a question: Have you ever had dysmenorrhea?"

"No, no."

"Well, we're doing a lot with the pill here. Have you had any experience with birth control of any kind? Would you take the pill, for example?"

"That's none of your business. What the hell are you talking about?"

I said, "Look, I'm just trying to get a sense of if you know women's issues. For example, do you palpate your breasts and check for lumps?"

"What the hell's going on..." And he hung up. That was the end of Oklahoma.

Then I called up the guy in Philadelphia. It was the same routine. Dysmenorrhea, do you palpate your breast looking for lumps?" He replied, "I'm going to report you."

"I don't care if you report me. I'm asking everybody these questions. If you can answer them, you'll be my editor of the women's news. If you can't, then you're not

going to be in." And he went into all kinds of vituperations before he hung up.

And I asked Ina, and she said, "Come on. Are you kidding?"

I said, "Ina, do you palpate your breasts and check for lumps?"

She said, "Yes, I do, and if I have to use the pill, I'll use the pill, and whenever, and I still have my period, I'll give you the dates."

I said, "Okay, okay, okay. You're hired."

So I hired her, and I told the guys down at personnel because they wanted to know how come these male candidates with the good qualifications were not acceptable. I said, "They didn't want the job."

"Why?"

I said, "They just didn't like the atmosphere or something. There was something about it that they know it wasn't going to be pleasant."

"Oh, okay." They hung up.

So that's how I got Ina.

You know, this happened again. I set up a consumer-correspondence unit also, because as Goddard got well known, and mail came here from everybody. As a matter of

fact, I took a survey of a week's mail and there were thousands of pieces of mail. And 20 percent of it had to do with Social Security, and the dentists had put a radio in their tooth, and they were having trouble with the mayor of their town and what could I do about it. All kinds of stuff that had nothing to do with FDA, but it was government, and this was the only government person they really knew.

We had correspondence like this where the agency never got correspondence before in its life like this. So I set up a correspondence unit and put out a call for people inside the agency. A woman named Margaret Carlson applied. She had been a secretary and was the widow of an FDA chemist who had died, so the agency found a spot for her, a very, very bright woman. She came over and was cheerful and smart. I said, "You've got the job. That's it." She is now a GS-11 or 12, something like that.

At a point later on, in late 1966 or 67, there was a notice of the training program at Kings Point, NY. It was for young executives in the government. So I got an application and filled it out with Margaret. We sent it in, but they called back and said, "We don't take women."

I said, "You're going to take Margaret Carlson."

"Well, we can't because this is in the maritime, it's the Merchant Marine Academy and we just have men's room. It's not a good place for women."

I said, "You've got to change your venue. You've got to go someplace else, because Margaret Carlson is going to go to your program. She's going to get your training."

And we went back and forth on that, and finally I threatened to shut them down. I said, "This is going to go to the White House. We've got a President who just approved the Civil Rights Act. It's not going to work. So you've got to take Margaret and give her the full course and treat her nicely, or you're going to be shut down." So they took her, and they gave her a suite.

And it was funny. It was a five-week course and she came back, and was just great, a wonderful person.

Just before I left, she was recruited by the Philadelphia district office for a bigger job. As she had family up there, she took the promotion and, I think, wound up as a GS-14, and later retired with a good retirement.

We did a lot of this stuff.

RT: Of course, Dr. Goddard got into a number of initiatives that had national significance. Do you recall any of those where you were involved as the information

officer? You know, he took on a number of new initiatives or industries.

TC: Well, there was the press release and his speech given April 6<sup>th</sup> to the PMA (Proprietary Manufactures Association).

SJ: Were you the speechwriter, or did you have a separate speechwriter on staff?

TC: Up to mid - or late 1966, I wrote his speeches, and I wrote this one, which he gave at Boca Raton. "The drug industry is suffering from a disease, and that disease is irresponsibility." That's my line, and this was the first release of his speech.

RT: Okay. Maybe this came a little later in his tenure, but the marijuana issue came up.

TC: Oh, that was later.

SJ: That was at the end of his tenure. Right.

TC: Yes. Judy Vick, I think, was the reporter out in Minneapolis when that happened. I got a tape of that from the Minneapolis Star Tribune, and recorded it. That was all condensed so that it sounded like he said, "I'd rather my daughter smoke marijuana than have a cocktail." It really stirred up things. He was really raked over the coals for that, and I think history will prove that he was

probably right. I was on the phone with press all over the place on that one.

The Corner Drugstore was another one which came at a terrible time. The nation's first druggist, Hubert H. Humphrey, was running for President, you know. That's all we needed.

But a lot of those high-profile things, I handled the press for them, and I'd be in, you know, to work with him on how to present it to the public so it was understandable. I mean, there was so much that had to be done inside the agency.

For example, President Johnson endorsed the Civil Rights Act and the government had the responsibility to hire minorities, and we had no African Americans or Latinos in any of the high positions. When the directorship for the Bureau of Medicine opened up, I sat down with Goddard and I said, "This is a perfect time to put in a black doctor. Can you find one?" So, a call was sent out generally here and there. We came up with Robbie Robinson, who was the first black executive in this agency. The interesting thing about that is he was wooed away by a very good friend of the agency, Dr. Barney Mattea, who was the head of Hoffman-LaRoche at that time. He called up

Robbie and said, "I've got a job for you, and I'll pay you a hell of a lot more money than FDA." Robbie went over to Hoffman-La Roche, and that was a kudo for us, that we had been able to place him in a top FDA position.

I was involved in those kinds of things. For example, we put in an inspector general position. We were one of the first agencies to have an inspector general. Art Davis was his name. Art had people all over the agency listening and whatnot. We had an issue, which he called the case of the clap factory. I don't know if you remember that? We had undercover police from the District of Columbia involved. Some of the people working on the loading docks downstairs were taking penicillin or other antibiotics that were not being tested, and were putting them aside. When the trash trucks came, there were these special boxes full of antibiotics. As the trash trucks went up to Northeast and dumped them off, these guys sold the antibiotics to little "clinics" that took care of people with syphilis and other sexually transmitted diseases. Whether the drugs were potent or not, who knows, but they were going up there, and we discovered that. So I was involved in really keeping a lid on that and working with the metropolitan police. Their undercover guy came in and worked on the

platform downstairs. He found the people who were doing it; we got the case and got rid of them. So, it was scandals like that .

We also had an issue with the doctors who would check out at two or three o'clock in the afternoon in the Bureau of Medicine, and disappear. Well, it turned out that what they were doing was moonlighting in the afternoon for insurance companies. They were doing insurance physical exams for people applying for insurance. We had to stop that, and we got rid of those docs. This was all internal stuff, and I was the one to handle a lot of those internal communications.

One interesting thing that happened when I was first brought into the FDA was when I was told that I'd have a lot of trouble with Morton Mintz. He's going to be all over me. I had been reading Morton Mintz in the Washington Post, and, oh, well, you know. So I called Morton and introduced myself. "Well, congratulations. You're going to have your hands full."

I said, "Let's talk about it." So we had a cup of coffee together, and he told me that he had tons of internal documents and memorandum letters, and he was naming names to me of people who were doing pretty shady

things. This was when I was on the job like a week. I said, "Morton, I can't keep this information to myself. The Commissioner's got to know this."

He said, "You want to tell him, or should I tell him?"

I said, "Would you tell him?"

"Yes. Why not? It looks like a way to get him off to a good start."

I said, "Okay." So a couple of nights later, I invited Goddard and Morton to my little townhouse right down in Southwest. Morton came with a huge black satchel, like a salesman's bag, and we sat down in the living room and he opened up this satchel. He showed Goddard one paper after another, and Goddard was stunned at the internal workings of the agency that Morton knew about and what that represented. There was so much backstabbing going on, it was unbelievable. There was also evidence of people in the Bureau of Drugs who knew about NDA's (New Drug Applications) being approved and they bought stock ahead of time. And, it was even worse. They knew when recalls were taking place, and they'd sell the stock. Morton was there for a couple of hours. My wife made food for us to eat and whatnot. I mean Goddard then swore by Morton ever since. In fact they were on "Face the Nation" once together, and

Morton asked Goddard, "Well, Dr. Goddard, what do you think about the testing that's been done for the pill? Do you think it's being properly done? You know, these poverty populations in Mexico City and Havana, do you think that's reliable testing?" Goddard said, "No." This was on national TV. Morton thought that Goddard was the best public servant he had ever met, and he was. He was a great friend.

So that kind of stuff occurred. Let's see. It was not just Morton, but there was also Johnny Spevak of the Wall Street Journal and Steve Tripp of Drug Trade News. There was Ed Deller and Ralph Carsham, and there were a number of really good, strong, hard-hitting pres guys. So, as soon as possible, I put together a press conference for Goddard, which was very much appreciated.

Another thing, getting back to the recall stuff, up until when I came to FDA, the recall list was one of those issues that was sent out, collected on Fridays and . . .

TAPE 2, SIDE A

RT: You were speaking about recalls Ted, when we changed tapes.

TC: As I was about to say, one of the things Wally Janssen did was to bunch up the recalls during the course of the week, foods and drugs, and just throw them on the rack Friday afternoon. Nobody knew what was being recalled. There was danger here, so I talked with Goddard about that practice as being a real serious public information issue. He said, "Go deal with it, do something."

So I set up this procedure. I arranged to be one of the first persons be told, after the Commissioner, of and drug which was going to be recalled, or taken off the market. I would then call the company and talk to the director of public affairs or marketing, whoever it was, and ask them if they will immediately issue a press release explaining what was happening to their drug and why. And if they didn't, then I would issue one after three o'clock in the afternoon, after the market closed. But I was going to issue it that day. At first the companies were just horrified. You know, they'd say, "You don't have any right."

"Yes, I do. Let's talk about what we're going to do in the next few hours."

"But you - - there's no legal . . ."

I said, "I have the legal right, and this is what I'm going to do. Now, let's not quibble."

I went through this with several companies before they realized, he really does that. And I would call the company and say, "Look, tell us what you're going to say, and if you're wrong, I'll come out with a press release to correct it. If you're right, hey, we'll just confirm it. It's your drug and you can say what you want to defend your property in some way. If you don't, I'll come out after the bell, the closing bell of the New York Stock Exchange. That's it."

Well, after a few weeks, word got around in PMA that this was the recall process, and we did it for foods as well. For contaminated foods, salmonellosis problems, and whatnot. We would have three or four of these things a week, at the minimum. This was the first time, by the way, that any government agency had a recall system that really worked. At the time that there was a danger; bang. The next product line that did that were the tire recalls and automobile stuff by the traffic safety people, and Joan Claybrook picked up, actually my system, and it really worked

The interesting thing about it was that after about six to eight months of this, I was invited to a luncheon put on by the public relations section of the PMA. They had a meeting down here in one of the hotels in Washington. The purpose of inviting me to the luncheon was to thank me for stopping the stock manipulation because of drug recalls; that with the system in place, the docs in our agency, as well as in the people in the company, couldn't move fast enough. They couldn't move faster than we were moving and, of course, if they did, they immediately could be recognized. You knew, therefore, you're under arrest, or you're fired, or whatever. What my system did was totally stabilize the internal financial workings of the corporations. The financial PR guys invited me to tell me, thank you. I mean, I was stunned.

In that connection, by the way, I did something else before that. There was a large group of press people now who were covering the FDA because things seemed to be happening every day. Goddard would say something. They'd see it and, when everything was going on, the news was coming out. We had Milt Wisoff - - everybody loved to talk with him on the phone - - and Ina Friedelson was just wonderful.

I decided to handle education and labor, since I already knew those groups and they knew me. So, I went over to the White House and talked with Betty Furness, the consumer specialist on the staff of President Johnson. Betty and I developed a very nice working relationship. I told her that I intended to develop a consumer constituency for Dr. Goddard and the FDA. We had all the industry we needed, and all the docs were already interested. But we had no regular average citizens. Betty was terrific about keeping me in the consumer loop and inviting me to meetings where I met more consumer activists and worked out cooperative actions.

Well, she had very good credentials. She was bilingual, English and Spanish, and she was very sharp. And she was a real New Yorker, she wouldn't take no for an answer, and I was impressed. I said, "Okay, fill out your Form 57 and let's see what we can do."

First, I have to say that Goddard's first press conference was a rousing success and my news operation kept up a steady stream of releases throughout the week to the nation's press. More than one reporter told us we were the best in Washington. Jim Goddard was a household name.

But that presented us with a unique problem. I had to set up a special consumer-correspondence unit because, as Goddard got well known, mail came to him from everybody for every conceivable complaint.

SJ: Ted, can you tell us a little about the women who were public affairs specialists out in the field?

TC: Sure. There were eighteen of them, one in each of the eighteen district offices. They were dieticians and nutritionists and ex-nurses. Each one reported to a district director, who would want her to do some consumer stuff but not worry too much about consumers. The directors, who usually came up through the ranks as inspectors, were concerned about the drug industry and pharmacy and with smoked-fish problems and salmonella and all of that. All very important stuff, but we were intent on throwing out a wider net of action and concern.

I notified all the women in the district offices and said, "I have a program of things we want you to do." I brought them all in to Washington for a meeting early in 1966. Goddard spoke to them and told them how important it was that the program they would follow would not be confined to their district's program. This was a national effort and we had to do this thing together. We've got to

get the country to understand that the FDA was a consumer protection organization.

This created a lot of problems with the district directors because they really wanted control of everybody, but now they had to share their consumer specialists with Washington. As I did with Wally, I gave each specialist a "checkbook" and with X numbers of dollars that they could draw on for any reason. If they needed a pamphlet, they just wrote a requisition and took it out of their money. If they needed to travel someplace, they paid for it. I trusted them because they were dedicated people. When they ran out of money, that was it.

I traveled quite a bit and visited them in Denver and Los Angeles and Baltimore and Philadelphia and New Orleans. I saw them all. They worked very hard and went to meetings all over the place. But now they had a program, and they could talk about what Commissioner Goddard was saying and doing, and they had status. People wanted them to speak because they seemed to represent Washington, and they hadn't before. They were a wonderful group of people.

As I mentioned, we had good connections with Betty Furness at the White House, but we needed someone of our own. In the election of 1966, Oregon's Senator Maureen

Neuberger left the Senate; she had taken the seat of her late husband, Richard Neuberger. While in the Senate she had been a strong voice on consumer and public health issues. After she returned to Oregon I called her and asked her if she would agree to be FDA's own Betty Furness. She wanted to know if she would have to move back to Washington. I said, "No, but every now and then we'd fly you in, or you'd represent the Commissioner or me or somebody at a consumer meeting or an important industry meeting. You would be the voice of the consumer for the FDA." She agreed and I did the paperwork to make her a consultant on call for us. It wasn't easy because her costs were going to put me way over my personnel budget. But the FDA's personnel and budget guys had fun working on my off-label projects, and they helped me get Senator Neuberger on board.

SJ: She later became a key spokesman on cosmetic issues and smoking, which were her two big things.

TC: Yes. Her husband, a smoker, had died of lung cancer. But, you see, Goddard would be invited to speak to some group in Chicago, maybe a hospital association or something, and give a general speech, not focusing in on food or drug issues. So we'd suggest that Maureen

Neuberger take his place. She'd go in and represent the Commissioner. She had national recognition and was very forthright, very candid. I had quarterly meetings with the field staff, the consumer specialists from the district offices, and Senator Neuberger would speak at those, too, and get them all excited. She also visited the district offices. Any district consumer specialist could invite her, and the cost of it would come out of the little checkbook. If she was available, she'd speak in New Orleans or in Denver or wherever. So it took the pressure off Goddard, but it didn't leave a vacuum for the consumer message that we were trying to build up. So that was good.

RT: Dr. Goddard got into a number of initiatives that had national significance. Do you recall any of those that you were involved with as the information officer?

TC: Here's the speech and here's Paul Schuette's press release for it. This speech made the front pages of every major newspaper and drug industry publication.

But we had a lot of work to do to clean up after Goddard. He was in most respects the ideal public servant. He was smart and courageous and he was dedicated to serving the American people. He was also very candid and plain-spoken. He did not waffle or engage in double-talk, which

was terrific. But for the American press corps, an honest-sounding federal official was an oddity. Remember, this was at the time of the Vietnam War, when the Pentagon and the White House were talking about U.S. victories, when it was clear we were stuck in a no-win quagmire. So who could you believe?

On a lot of Goddard's high-profile things, Paul Schuette and I handled the press and we'd work with Goddard to help him get a handle on how to respond to the criticisms and get past them. He was a survivor, and it was great working with him on these crisis matters.

So I set up this procedure. I became one of the first people to be told, after the Commissioner, of a pending recall. Let's say I was told drug X was going to be recalled off the market. I would then call that company -- usually in the late morning -- and talk to the director of public affairs or marketing and ask if the company intended to immediately issue a press release explaining what was happening to their drug X and why. After all, it was their property. I also wanted to be consulted on what they planned to say before they said it. "Tell us what you're going to say, and if you're wrong, I'll come out with a press release and correct it. If you're right, we'll just

confirm it." If they had no plans, I told them that the FDA would then have to issue its own press release that same day after the closing bell of the NY Stock Exchange.

At first the companies I called were horrified and said things like "You don't have any right."

I always would counter with "Look, let's not talk about that. Let's talk about what you and we are going to tell the public in the next few hours."

They would say I had no legal right to do that and I would reply that I did. Public information was in the law.

I went through this with several companies without much of a flap. The worst case, however, came early in the program. It was the recall of a large supply of Borden's nonfat dry milk that was contaminated with salmonella. The batches had already been shipped all over the Midwest and needed to be recalled quickly because it could do serious harm to infants and children.

The Borden's PR guy in New York told me to get lost, they'd handle it quietly in their own way. I disagreed and said consumers had to look at their packages, check the batch numbers, and return or throw away any packages that might contain the contaminated product. He refused to budge. So, as promised, I issued a press release directly

to the wire services right after the stock market's closing bell. It made all the nightly radio-TV news shows and was on the front pages of every Midwest daily paper. Borden's complained to the Department and the White House, but I was defended in each case.

After that the word got around in the regulated industries that this was the new FDA recall process for foods, drugs, and cosmetics. Pretty soon we were having three or four of these things a week.

This was the first time, by the way, that any government agency had a recall system that really worked. Joan Claybrook, over at the National Highway Safety Administration, was the next one to adopt the system for tire recalls and automobile stuff and it really worked.

After about six or eight months of this, I was invited to a luncheon by the public relations section of the PMA. They held it in one of the hotels in Washington, and all the PR guys came in. The reason they invited me was to thank me for stopping the stock manipulation that used to occur at the time of drug recalls. With my system in place, the docs in our agency as well as people in the drug companies couldn't sell or buy the imperilled stocks fast enough. Of course, if they did, they could be immediately

recognized and arrested or fired or whatever. So what my recall news system did was help stabilize the financial value of corporations with a bum product. The PR guys invited me to lunch to thank me. I mean, I was stunned. I had come a long way since my lunch with the Vickers-Viscount crew.

We weren't being directly covered by the people who wrote newsletters for the big stock brokerages. People would give me a copy of one of these newsletters every now and then because it would carry some spurious item about a food or drug stock in trouble because of faulty FDA information.

So I called a friend of mine in New York, Dan Tatkon, who knew things about the big brokerage houses and asked him if there was a list of their newsletter editors. He put me in touch with Jim Blalock, who was an editor of one of these little newsletters and he knew many of the other editors.

With their help, I organized a Wall Street editors' press conference and invited them all down to the FDA. They paid their own way. We had Goddard and the head of the Bureau of Medicine -- I think it was Herb Ley at that time, who'd finally come in -- and the Foods people. We

had BDAC (Bureau of Drug Abuse Control, led by John Finlator at that time, with his wonderful shock of white hair. I paraded them all in front of these Wall Street editors, most of whom had never before sat in the same room with regulators of an industry. They knew the SEC, of course, but they didn't know anybody else in Washington, and this was a revelation. I gave them my name and phone number and the same for all my press people, and it just opened up the agency in an important, brand-new way.

I explored other new avenues as well. For example, I would try to go through all the things that the FDA would be putting into the Federal Register. I mean, my poor wife and kids. I'd come home at night, seven-eight o'clock, have dinner, and then be up till one or two in the morning reading this stuff. It was fascinating but it was tough on my wife and kids. I was an English major and all this science was new to me.

Well, one day I saw that Goddard had signed off on a regulation approving a food additive for Campbell's Soup. I read it and discovered it was an economic additive. It was put into soup during processing. If the company wanted to change the soup mixture in a cauldron, they just opened the spigot and let the old soup run out. The additive was a

cleansing agent. It assured them that there would be no residue left of the old soup, which made it so much easier and cheaper to switch from soup to soup.

I was just stunned that my kids were eating Campbell's Soup and they were ingesting this junk so that the company can save time and money in the clean-up.

I asked Goddard, "Is this legal?"

He said, "Oh, yes. It's done all the time. There are all kinds of additives in food."

I went to the Food Bureau and asked about the background to this kind of additive. I was assured that Campbell's killed beagles for the LD-50 dose, the one that determines life and death for animals. And that was it.

Well, sometimes ten or twelve food additives would be approved in a day. It was an enormous business and helped make Food Chemical News one of the hottest-selling newsletters of the food industry because it listed the new additives every week. But nobody discussed them.

Ralph Nader was in town at this time, and I knew Ralph. I had met him when I was at the Office of Education. He had just gone through a big dust-up with Paul Rand Dixon, the Chairman of the Federal Trade Commission. Nader had wanted to find out what was going on in the FTC

in order to make it more consumer-protective. Dixon was furious and barred Ralph from the FTC.

I called Ralph and said, "You know, with Goddard here everything's under control, but the food industry is still a mystery. Let's talk about it."

He and I and one of his Nader's Raiders, Jim Turner, had lunch over at the National Gallery of Art. I said, "It may be perfectly okay, but there's something peculiar about having a food additive go into your soup, and the only reason for it is that it cleans out the cauldron. I'm eating that soup. What is it doing to me? Maybe it's not bad enough to kill more beagles, but what is it doing to me? Is this a good thing? I think we've got to take a look at this."

Nader asked Jim Turner to look into it, and after almost a year, Jim came out with a book called Chemical Feast, which was about the unbridled use of food additives. It had an effect. I think it did dampen the industry's interest in just throwing more chemicals into food to do a lot of non-nutritional tasks.

SJ: This was during the years immediately preceding the White House Conference on Food & Nutrition.

TC: Right.

SJ: That Conference caused a change in some mindsets on some of those issues that we're talking about. The food-additive amendment had been passed, which separated the food-additive approval process from the food-standards process. The chemical stuff gained ascendancy until later, when we turned to nutritional labeling and nutrition issues.

TC: Right.

SJ: That's critical. Thank you.

TC: You mentioned labeling, and that reminds me of something else we did in the information and education office.

Congress passed the Fair Packaging and Labeling Act and gave the job to the FDA. Associate Commissioner Ken Kirk was in charge of putting together the agency's proposed regulations for the fair packaging and labeling of foods, drugs, and cosmetics, and he was having a terrible time. The industry guys were trooping in and out.

Meanwhile, consumers were concerned and sending me mail and it was all becoming a mess. The problem was that there were all sorts of issues that had nothing to do with the expertise at the FDA, issues such as package size and design and color and shelf space and so on.

I said to Goddard, "You know, it's a design issue. The law says there should be grams and ounces and ingredients should be listed in descending order, and so on, but we don't know how to put all that on a package. And Ken certainly doesn't. Would you mind if I tried our hands at it?"

"No, go ahead."

I got the names of the leading packaging designers and marketing people for the top drug companies like General Foods and Del Monte and other major companies -- about sixty people -- and I invited them to a big meeting at the Delmonico Hotel on Park Avenue in New York. I went to the meeting with Ina Friedelson, Paul Schuette, and Sheldon Cohen, my art director.

We flew a dawn shuttle and started the meeting at nine in the morning. I opened the meeting by explaining that this law was passed and that the regulators were wrestling with it, but that our doctors and lawyers didn't understand the problems. I said we had to sit down right now, today, and talk about how to obey the law so that you can package and advertise your products and make them look terrific, as long as they comply with what the law requires as to the labeling.

Well, it was a revelation to them that anybody from a regulatory agency would want to talk to the person who designed boxes of cookies.

And interesting questions were raised. For example, the package designer from Estee Lauder said, "We've got eyeliner. What are you supposed to put on the eyeliner?" We talked about eyeliner and other small products and proposed that they be packaged in such a way that the necessary information about allergies and so on be on the package but not necessarily on the pencil itself. And we made a note about that.

We spent the whole day on the topic and finally closed the meeting around dinnertime. It was one of the most incredible meetings that I ever attended in my life. Here were these guys who dealt with foods, drugs, and cosmetics, all of them tough competitors, but they hung together to try to figure out how to put together a reasonable and fair approach to obey the law and still sell products.

By the end of the day, they accomplished that. We came back to Washington with a list of this size point type and that size point type, this boldface and that, and gave it to Ken Kirk. And that's the document that broke the logjam in getting the FDA regulations out for Fair

Packaging and Labeling.

SJ: What year was that?

TC: This happened in '67, I think. The law was passed in '66.

Speaking of Ken Kirk, I recall an unfortunate anecdote early in my time at FDA.

As I mentioned earlier, when I was in high school and applied to Bates and Bowdoin, I was turned down because they had a Jewish quota and I didn't make it. I got into Harvard through a backdoor outside its Jewish quota.

When I got to the FDA, there were no blacks, Latinos, Jews, or Asians in top positions. To the best of my knowledge I was the first Jew in the top staff of the Food and Drug Administration. Well, I showed up with Goddard at one of the early top staff meetings, I was there maybe less than a week, and the staff had a discussion about what the Commissioner should do about some issue. And Kirk sat back and said, "Well, Commissioner, why don't you ask your rabbi?" There was a deathly silence and everyone looked at me. Ken smiled all the while, but I was not amused.

After that meeting, I went to Kirk's office and I told him, "Don't you ever pull that crap on me again. You understand? That's it." I walked out and slammed the

door. That was the end of that and such stuff never happened again.

The next Jewish professional to get a top spot was Dr. Danny Banes. He was appointed almost a year later as Associate Commissioner of Science. He and I broke the glass ceiling.

RT: It probably surprised Kirk, though, because he was one of those old stalwarts that you were supposed to be very awed by, generally. At least that was the impression the troops had.

TC: I didn't know much about Ken, but that was my first introduction to him, and from then on, I had very little respect for him. You know, he did a job and he did some good work; but I didn't trust him as a person. That's another reason I went to Goddard and said, "Ken's not going to get the fair packaging and labeling stuff done. Heck, no. I'll do it."

RT: You've given the human side to some of the events that happened, which is the merit of the FDA oral history interviews. It gives us a flavor for whatever was going on.

SJ: Were you here when we first started hiring some female investigators or inspectors? It was sort of a sea change of culture for FDA to have female investigators.

RT: Yes. I think that we early on hired some women for milk specialist work and activities like that. There were some women who certainly were gender pioneers in the agency.

TC: They were in the field.

RT: Yes. And they sometimes met with the usual male-chauvinism resistance in some places, until the signal had been clearly given by headquarters that we're going to do this, so let's get with it.

TC: That was one of the issues, really, with the consumer specialists in the field. Most of them were considered to be not much more than secretaries. Then all of a sudden Washington is saying they're good, they're important.

RT: Some field people also raised the question of physical stamina -- can she lift a bag of grain on an inspection? That, too, was more than anything else, a reflection of the gender prejudice.

TC: That's why I think there may have been a couple of women undercover investigators in the Bureau of Drug Abuse Control.

SJ: I've found that with the integration of women into the heart of FDA work, that some things did change. They stopped doing as much of the heavy-lifting stuff and found some new areas.

TC: Like I did with Ina Friedelson?

SJ: Yes. You found some new ways to use women once you hired them, and you ended up broadening consumer protection rather than doing just more of the same thing, more sampling, more testing, or whatever.

RT: Well, I think maybe women were involved and accepted earlier in the sciences or the laboratory setting, than in public relations.

TC: Like Jackie Varrette. Actually it was from her laboratory that the antibiotics were being stolen and sold uptown for the unlicensed treating of syphilis. She was quite a wonderful person.

Back to something I mentioned earlier, the fact that the agency and the industries we regulated were overwhelmingly white. We took that first step in hiring

Robbie Robinson as the first black bureau director. But I thought that we could do some other things, too.

For example, I asked some of the reviewers in the NDA and IND process to what extent black physicians were involved as investigators. Their answer: nearly zero. As I remember it, the one area where black physicians had been involved as investigators was for new podiatric drugs for foot care. Several physicians out in San Francisco did drug testing for foot products, but they seemed to be the only ones.

I talked to Dr. Charles Swan, who was then the president of the National Medical Association, the association for black doctors, and asked him about it. He said the drug manufacturers couldn't care less. "No, we're not involved," he said, "but we should be." That's also something that went into Goddard's speeches and remarks every now and then, the fact that test populations did not reflect the true patient populations, and that made some ripples.

Then we did something else, which was quite radical, but again demonstrated how the FDA took leadership positions in a very significant way.

At a Harvard Club meeting in DC I met Clifford Alexander, who was the chairman of the Equal Employment Opportunity Commission. We chatted and he described to me the approach of the EEOC at that time, which was complaint-by-complaint-by-complaint. You're black, you should have been promoted, you weren't promoted, so you sue, and the EEOC got involved.

A couple of weeks later I went over to see Cliff and I said, "Cliff, your complaint-by-complaint approach will take forever. Why not take an industry-wide approach. For example, the FDA regulates the food industry, the drug industry, and the cosmetic industry. We have no authority in the area of equal employment opportunity, but maybe there's some sort of moral authority we can exert with your help. What do you think?"

He said, "Well, let's give it a try."

I went back and talked to Goddard then put together a program, which we started with the drug industry. I drafted some rhetoric that said basically this: "The FDA knows that every drug manufacturer wants to do what's right, and, like other industries, they, too, would like to hire more minorities. But some companies might be concerned that the level of human error would rise, there

would be mistakes made on the production line or somewhere, and so for doing a good thing, the company would be penalized.

"Well," I argued, "we don't want that to happen. But we do believe that you can hire and train new people, gradually bring the workforce up to acceptable standards, and if there is a human-error issue, we can talk about that. If it's related to what you're trying to do in the area of equal employment opportunity, we can talk about that. Right now, of course, if you have a human-error issue, what's your excuse? You don't have any."

So I ran that by Barney Mattia and his people at Hoffman-LaRoche, and they thought it was possible to do. I didn't run it by any of the other PMA folks. I decided it was worth doing, and I was an executive in a federal agency that was supposed to do good things for all the people of the United States, so why not give it a shot?

I hired a consultant named David Apter, here in Washington. In 1963, he started his PR business and handled all the press work for the historic 1963 march on Washington for jobs and equality. That was where Martin Luther King gave his "I Have a Dream" speech. Dave knew Bayard Rustin, A. Philip Randolph, Roy Wilkins, and just

about every important leader in the civil-rights movement and the Leadership Conference for Civil Rights. I hired Dave to advise us on what we might do and how we could put this thing together.

Of course, I also needed someone on my staff who would be dedicated to this assignment.

I was watching TV one night in late 1966. There was a story about how Alabama's segregationist Governor George Wallace had sent out invitations to reporters of major newspapers all over the country: "Come down to Alabama. People are saying lousy things about us, but we're really nice people. Come on down here at my expense. I want to show you my beautiful state."

Well, all the reporters who showed up were white, except for the reporter from the Chicago Defender, which was one of the country's leading newspapers published by and for African Americans. Obviously someone in Wallace's office goofed! The Defender accepted the invitation and sent its reporter, Rosemarie Tyler. She was the only black reporter on the trip.

The night I was watching she was being interviewed by CBS News. She said with a straight face, "Oh, this has been a wonderful trip. We've been very well-treated. As a

matter of fact, I'm going to go back home to Chicago and tell all my readers, if they really want to have a good vacation, they should come down to Alabama." What a hoot! She went on like that and I thought she was fabulous.

A few days later, after she got back to Chicago, I called her up and said, "I saw you on TV. You were terrific." I asked Rosemarie if she would consider working for the government in Washington. She thought that was very funny. What would she do?

I said, "Well, here's my plan. I've got an opportunity to see if we can enlarge the minority involvement in the workforce in three major industries."

"Oh, wow! Do you think you can?"

I said, "I'm going to give it a shot. Come help me do it. If it doesn't work out, you can always go back to journalism."

So she agreed. I hired her full time in September 1966 and she moved to Washington, and we really got the program going.

Dave and Rosemarie and I put together a joint FDA-EEOC meeting for executives of the pharmaceutical industry. We held it in the Indian Treaty Room at the White House. Vice President Humphrey was the official host. The invitation

was co-signed by Clifford Alexander and Jim Goddard. We invited either the presidents or board chairmen of the thirty-five top drug companies in the country. The purpose of the meeting was to see what we could do together to open up opportunities in the pharmaceutical workforce for minorities.

This was another way not only to do some good but also to let the Department and the White House know that Commissioner Goddard was right on the President's team.

The EEOC had done a study indicating something like only 2 percent of the industry's workforce was black or Hispanic. We presented this data and then talked about the kinds of things that could be done to raise those numbers. A lot of the executives who showed up agreed that maybe they could do something. Some guys from southern states were unsure, but they probably figured they had to go along with it, because we were their regulatory agency and we were trying to be their friend.

At that meeting, we also announced that Mr. Cron and Mr. Apter and Miss Tyler would come around and visit their companies and talk with their personnel people and help work through any problems. For the next two years, that's what we did.

We went to Abbott Labs and Ceiba-Geigy and Hoffmann-LaRoche. At Hoffman-LaRoche I congratulated Mattia for making Robbie Robinson the first black director in the industry. I said, "That's wonderful, but who've you got down on the lower employment levels?" He took us to the packaging and shipping areas in their main New Jersey plant, and we looked around. No blacks. In New Jersey! Barney looked around and agreed that he had to do something. So it was very exciting to be able to do that.

We also went to Johnson & Johnson, where we had a beautiful moment for Rosemarie. This marketing guy tells us that Johnson & Johnson is now running help-wanted advertising in the local African American newspapers and their people are visiting some of the local black churches, and so on.

At that point, Rosemarie -- black, very well-spoken, and an employee of the Food and Drug Administration -- put out her hand and said, "You know, you guys have this wonderful new bandage called 'Skin color'. But I can't use your bandages." We talked to them about being sensitive to who else is out there in the country. They seemed totally clueless. I think it was within forty-eight hours that J&J pulled that stuff off the market. That was the end of the

skin-color campaign. The bandages have never changed color; they still match white skins, but no one crows about it any more.

Here's a letter to me from the PMA's Joe Stettler, which recognizes the importance of what we were doing. The PMA did not have a personnel section at that time. As a direct result of this initiative, a personnel section was set up within PMA in 1968 to deal with workforce issues. The first item on its agenda was the desegregation of the pharmaceutical industry workforce.

As I said, the EEOC survey of the industry in 1966 showed something like 2 percent of the entire workforce in the drug industry was minority. By the time I left the agency in July 1968, the latest survey showed it to be 8 percent. We and the companies had accomplished quite a bit.

Here's something else that's interesting. It's a full-page ad by Eli Lilly. It has their slogan, "For four generations, we've been making medicines as if people's lives depended on them." But the unique feature is the solitary figure of a little black girl skipping rope. This was published in medical journals in the summer of 1968. To the best of our knowledge this was the first ad by a

pharmaceutical manufacturer that featured a black person. Rosemarie spotted it, cut it out, and gave it to me. And she inscribed it. Let me read it: "Without you, this and much more would not have been possible."

I tell you, every time I look at this it brings tears to my eyes. I'm very proud of it. It's an historic document. So we did a lot of good stuff.

SJ: That's amazing.

TC: But this was very significant. I don't know if anybody else has ever talked about this.

SJ: Never.

TC: Well, here it is. We made news, and we did really good work. I'm very proud of that. And Goddard knew about it and was involved in it. That's why he was such a wonderful man to work with, because he understood that this could be very important, something that he would be proud to have done for the FDA.

Now, here's another interesting sidelight. Lee White at that time was the chair of the Federal Power Commission, and Cliff Alexander at the EEOC told Lee White, "Why don't you do what Goddard and the FDA are doing? You've got guys, you know, meter readers who are wandering around. There are all kinds of openings in the power industries,

and they're all white. Why not do something about it with us?"

So Lee White called a meeting of the utility and big power people and said, "Let's do the same thing." And so they did it with the power industry.

The next group that did it was the SEC. It was late in '68, but the chairman of the SEC took his staff to Wall Street to talk about equal employment opportunity there. There was a tremendous furor in the New York Times. Everybody was very upset. What right had they to come down here? They're not supposed to do that. But as a result, all of sudden there were black brokers and women brokers and even black women brokers. These industries opened up, and it all started with the FDA.

I also started talking with the people at GMA (Grocery Manufacturers of America) to try to do the same thing in the food industry. This was in '68, and the election was coming on and, if Hubert lost, we might be asked to leave, so I never got to do it with food. Food was less of an issue, though, because it was so diverse and so geographically dispersed that there was a relatively significant level of black employment in the food industry, whereas in drugs, it had been minuscule.

Throughout this effort we also had to deal with the issue of where the minority workers were going to come from. How would they know that these new opportunities are available, and would they get the training not just for custodial jobs but for good jobs in laboratories and testing?

I talked with some friends at the National Institute of Mental Health, where there was a program set up to redirect minority youth gangs into more positive activities in the community. FDA and NIMH put on a joint program in Chicago called The Challenge: Dealing Minorities In. The key group we worked with was called Youth Organizations United, or YOU, a coalition of sixty or seventy youth gangs like the Real Great Society in New York; the 12<sup>th</sup> and Oxford Street Gang in Philadelphia; The Way, an Indian youth gang in Minneapolis; the Mission Rebels in San Francisco; the Conservative Vice Lords in Chicago; the Black Nights in Memphis; Thugs United in New Orleans; Sons of Watts in LA; and so on.

I met with the YOU leaders -- Warren Gilmore and Yancy Steel -- and helped them set up a corporation called General Metropolitan Communications, or GenMetro. Their thing was to do inner-city surveys. Their first client was

Lever Brothers, to do washday surveys in the ghettos of New York and Philadelphia. My concern was how do we get minority people to train for and apply for good industry jobs?

So we had this meeting in Chicago. The Conservative Vice Lords and the Real Great Society helped put it together. I welcomed. Lyle Spencer of Science Research Associate gave the keynote. We also had Mark Battle, the black administrator of the Bureau of Work Training Programs in the U.S. Department of Labor, who gave a good speech. Rosemarie was moderator. We had a dinner and then an all-day program.

We tried to see if we could not just slap the wrists of the industry but also give some sort of impetus to minorities, particularly in metropolitan areas, to look into careers in the drug industry. It might have been a little too much to bite off for the FDA, but we gave it a shot anyway.

I also had an education news desk, which I ran because of my background with a master's degree in teaching. So I went over to the National Education Association and the American Federation of Teachers and talked with them about drug-abuse stuff and what we could do for their teachers.

I developed sets of slides -- overhead transparencies -- called the FDA's Life Protection Series. They talked about food safety and nutrition and the wise use of drugs.

I worked out a deal with a company in Philadelphia who produced and sold them. They used all our material, which was, of course, in the public domain, and then they sold several thousand of these sets to schools at a low price. It was all perfectly legitimate.

Early on, when we first got the Drug Abuse Control assignment, I hired Leacock and Pennybaker, a motion-picture firm that did documentaries. They were the Michael Moores of their day. I asked them to come and shoot an unrehearsed meeting of Jim Goddard and his top BDAC staff to talk about drug abuse and the terrible things it did to kids and what we would do to try and stop it.

They came with their equipment into Goddard's office and filmed the whole meeting. I was devastated to find out later that their sound equipment hadn't been working. So we got nothing for our effort. Of course, they didn't charge me anything either, but I lost a fabulous opportunity to produce a wonderful documentary of how government was dealing with drug abuse.

I went looking around for another company to do it, but the costs were very high. I asked my art director, Sheldon Cohen, if he would like to do movies for the agency. He said, "Sure." So, at appreciably less cost than it would have cost to hire movie producers, I sent Sheldon to NYU for five weeks to learn moviemaking. When he returned, we bought some film editing equipment, we rented cameras, and we began making TV commercials. We made the first commercial with an elderly black couple talking about the wise use of drugs. This was 1967, as I recall, and it was the first commercial featuring African Americans, as well as the first one to talk about using medicines wisely.

Let's see. What else? Oh, yes, international stuff.

In the course of my conversations with some of the press people as well as some of our own docs, I heard the comment that the drugs that didn't pass quality control under our Good Manufacturing Practices or GMP regulations were destroyed. But marginal drugs were not always destroyed. Many manufacturers -- maybe most manufacturers, we didn't know -- shipped those products to Central and South America and to Africa because there was no law against doing that. It was the receiving country that

would have to say, "No, we don't want them," but the United States couldn't prevent them from being shipped out.

So I talked with Goddard about that. It seemed that we ought to be able to do something. He said, "Well, figure it out and see what you can do."

I went to the State Department and asked them if they would agree to carry FDA press releases and Notices of Judgment and stuff like that in their pouches to the science attaches in the embassies in Central and South America and Africa. They said, "Oh, yes, we can do that."

I said, "We'd like to do it. It's a real public health issue for the people in those countries."

As I mentioned, Ina Friedelson was a Spanish speaker, and I also had a friend at the Voice of America, Herb Morales, who had done Spanish translations for me when I was in the Office of Education. I had started a Spanish-language press operation at OE before anybody else was doing Spanish press.

Anyway, I had Herb translate 20 percent of our press releases into Spanish. Those press releases dealt with unsafe drugs primarily. Then I contracted with another translator to produce French translations for French West Africa. For English Africa, we just used our own press

release. I translated actual trade names into French and Spanish. The releases went to the State Department and from there by pouch to the different embassies. Goddard felt very good about it and thought we were doing the right thing. I think it lasted for almost a year.

At one point I was invited to explain this policy to a Pan American meeting of drug people, pharmacists, pharmaceutical people, in Buenos Aires, and so I got my red passport and ticket and was ready to go. But there was a guy on Lister Hill's staff, a real deep-South racist guy, who used to watch HEW and give us trouble. In fact, he used to call up HEW Secretary Wilbur Cohen and say, "Hello, Wilbur. What have you done for the Negroes today?" It was just horrible.

So this guy from Senator Hill's committee, which handled the HEW appropriations, called Goddard and said, "I understand one of your guys is taking a joy trip to South America. If that's what you're spending your money on, maybe you have too much money."

Goddard called me to his office and said, "I hate to say this, but maybe it's not a good idea for you to go."

So we talked about it, and I realized it could have been a real mess. So I cancelled the trip. At that point,

the whole effort sort of imploded. It suddenly became very visible. The industry heard about it because there was a story in almost every trade newsletter about the fact that I couldn't go to South America to talk about this wonderful thing we were doing about substandard drugs being dumped overseas. The industry got really upset, and a lot of letters were written saying, "We don't sell bad drugs to foreign countries." That was not true; they did sell bad drugs overseas. So that was my brief foray into international work.

I stopped the French translations but still did Spanish translations for the American market, but they didn't go into the pouches any more.

SJ: Can you talk about drug labeling?

TC: Okay. The Congress wanted to know if the FDA could produce a drug-labeling compendium. Goddard asked me to look into it. I went over to the NDA offices and talked with people, including Bob McCleery, who monitored drug advertising at that time. I came up with some estimations of what it would cost, something like \$80 million, but money wasn't the real problem. The real problem was that we did not have a complete file of the final printed labeling of all the drugs we'd approved.

I told Goddard, "There's a systemic issue we've got to address: Where are these labels and how do we get them and keep them?"

"I don't know. See what you can do."

I went over to the Department of Agriculture to see what they did, because they had the same problem. They approved packaged, processed foods, and they had to approve the labels. There was a guy there, an African American as it turned out, who was photographing every label on microfilm. That was all he did all day long. He was something like a GS-7 and a very nice guy. We chatted, and he explained how the labels came in, how long it took to film them, and so on.

I went back to FDA and told the Commissioner, "I think there is a system at Ag that we can adopt pretty easily. We just need some space."

He said, "Fine. Go find space. Let's pursue it."

I found a storage area next to an empty office on the third floor of FOB-8, and I took it over with the help of the GSA people and modified it. Then I asked the guy at Ag what would it take to get him to come over to work for us? "Oh, a GS-9."

I said, "Well, you've got it."

I wrote up the job, advertised it, and then hired him. He came over and made a list of the pieces of equipment he would need to microfilm labeling. I bought them. At the same time, Goddard let everybody know that when an NDA was approved, nothing went into the marketplace until my office had a copy of the final printed label and my employee photographed it.

We were starting fresh with newly approved drugs. The next step was to get the labels of the stuff already on the market. That was a task sort of related to the National Academy of Sciences' review of all the pre-'38 stuff that was in the marketplace. Anyway, it was a huge undertaking.

Now, as I understand it, that whole microfilm operation was moved from FOB-8 to this building (Parklawn) somewhere downstairs, where the FDA has gone beyond microfilm and now has a computerized or digitized record center for labels.

You see, the FDA had no record of drug labels. So we set up a system for capturing all labels through my Office of Consumer Education and Information. That finally started a record-keeping system for drug labeling.

SJ: Did you ever come up with a compendium?

TC: No. This was preparatory to a compendium to see if we actually could have the information to produce one.

Actually, Goddard liked the PDR (Physicians Desk Reference) format, and he felt that if we could adopt the PDR format or maybe even have PDR publish it, that would be okay. As long as the information was accurate and complete.

I talked to a few practicing physicians and to our own Bureau of Drugs people and discovered that a complete drug compendium would have been like two or three Manhattan phonebooks. This was before the Internet, of course. Very few physicians would want or need that much hard copy on hand. For example, a cardiovascular surgeon wouldn't want or need central nervous system drugs or gastroenterology drugs. He or she would want cardiovascular stuff and maybe one other.

I thought it made sense to turn out a compendium of maybe six or eight discrete volumes: central nervous system drugs, cardiovascular drugs, musculoskeletal drugs, hormones, and so on. Then a physician could buy two, three, or four different volumes. For every physician to have all those volumes made no sense. Maybe hospitals would have one set, but physicians wouldn't need it. It would be very

expensive and eventually the docs would say, "Too much. We don't want that," and they'd go back to the commercial PDR publications, which would be incomplete and we'd be defeated.

I think that's where the compendium died, because the complete compendium, envisioned as a one-volume thing, was simply useless. It made sense to have one single record here in the FDA, but to reproduce it and hope everybody else would buy it seemed to be pointless. That was the compendium issue.

You know, there was a lot of discussion in Goddard's interview about recalcitrance in the regulated industries, and that was true. It was hard to deal with. But there were also some examples of other kinds of behavior. One of them sticks in my mind as a wonderful example of a company stepping up to the plate and intuitively doing the right thing.

We came in the office one morning in November of 1967, I think, and there were messages on everybody's phone from the American Diabetes Association. The ADA was upset because some children had become deathly ill because they had eaten Incredible Edibles.

Incredible Edibles was a toy developed by Mattel and had just been introduced for Christmas gift-giving. It was this sweet jelly, which you put into little hot presses and it came out looking like spiders and cockroaches and beetles and then you ate them.

Well, the toy was not labeled as having sugar in it, so children who were juvenile diabetics were eating them and going into shock. The ADA was incensed and wanted to know how the FDA could have allowed this to be sold. Well, we never regulated toys.

So Goddard and Billy Goodrich called Mattel in Los Angeles and tracked down the CEO and told him he had to do something about this product because children were being hurt, maybe killed, which would be a disaster for a toy company.

About two hours after these initial conversations, we get a call from Mattel saying they're heading for the airport and they'll be in our offices by early evening. Can we meet them? Sure.

I got a call from their PR agency in New York. The account executive was flying down to work with me on a statement for the press.

The Mattel people showed up, and they had a plan, which they actually finalized on the flight to DC. They proposed to hire Manpower, Inc., all over the country, wherever Mattel products were sold, to go in and pull Incredible Edibles off the shelves, slap a conspicuous warning label on every package, then re-stock. Meanwhile, they would produce a new, clearly labeled and sugar-free version and replace stocks that were destroyed. They would also notify every toy wholesaler and retailer that the old stuff had to be pulled off the shelves. They said they could do it all within two weeks, still in time for the Christmas market. What did we think about that?

Well, we were stunned because this was a multi-million-dollar job they were doing. Clearly, it was also in the best interests of their stockholders and their future as a company.

The PR guy from New York and I sat down and worked on some press releases. I worked out a release in which Goddard praised the company for taking quick, decisive action within twenty-four hours of being told of the problem. Mattel's release told the whole story: Terrible error, but don't worry about it. If you bought it, return

it. The next time you see it on the shelf, it'll be right, it'll be safe.

After all the incidents of arguing with errant companies, suddenly a company comes in and says, "We know what to do. We'll do it." Just an amazing story.

All day, as we were getting the story together and putting it out on the wire, the American Diabetes Association was on the phone saying, "Well, what's happening?"

"We'll get back to you."

But ADA was ready to go to the newspapers.

We pleaded with them to wait just a matter of hours, and they did. We didn't want a sudden and unnecessary scare story to break across the country.

Our two press releases went out that next day, one from Mattel and one from the FDA. We quoted from each other's, saying, here's the problem, it's being dealt with, and the danger is over. The product had only been on the market a couple of weeks. They'd just started the advertising campaign for it, and pretty soon zillions of these packages were being re-labeled, destroyed, or returned. That was just an amazing experience.

RT: Did you start the publication, FDA Consumer?

TC: Yes, but I called it FDA Papers. When I arrived at the FDA, I had already been a magazine editor in New York and had just created a magazine for the Office of Education. The FDA had this little Notices of Judgment, and that was it. A little six-by-nine thing, a throwaway. That was the flagship publication of the mighty Food and Drug Administration.

I told Goddard that I was a magazine guy and I thought the agency needed a new one, if we're going to be appealing to consumers and nonprofessionals as well as to the regulated industries and medicine and everyone else. So he said, "Well, go ahead and do it."

I took a look at what we had to do, and I realized that if we were going to do stories on drugs and foods, we couldn't do it in black and white. But there were no four-color magazines produced by federal agencies except America Illustrated.

So I very carefully put together a long memorandum requesting Bureau of the Budget (BOB) approval for a four-color magazine for a domestic agency. It went to the Department first, and Carl Spitzer said, "This will never be passed, never. You can't get color."

I said, "But it serves a medical and protective need. We've got to show color." I explained that any article on the Bureau of Drug Abuse Control would have to show the drugs that were out there being illicitly sold and used...the so-called red birds, the yellow birds, the amphetamines, the barbiturates. We'd have to show what they looked like. You know, "If you see these drugs, be careful."

As for food, the agency kept watch over frozen foods, because they were sometimes thawed and re-frozen, sold, and people got sick. If frozen food was thawed and then re-frozen, what did it look like? Well, if it looks like this, don't buy it. So color was very important.

Carl rolled his eyes and said, "All right, send it along." So my memo went up Pennsylvania Avenue to the BOB. The reviewer at the BOB asked, "Isn't this going to be very expensive?"

I had all the figures. I said, "No. As a matter of fact, it's not that much more expensive because to do a black-and-white magazine, they've got to print it on a four-color press anyway. Nobody has black-and-white presses anymore. Everybody's got four-color presses, so it's no big deal. It's just a little bit more ink. That's

no problem. It's paper and employee time that's the big problem. The ink is no big deal."

So the BOB reviewer said, "Okay, fine. It's your money, you spend it."

I named it FDA Papers, a catch-all title. I hired Gifford Hampshire to be the editor, and he was a wonderful guy. He was very bright, a very good writer, and a good guy to work with. I loved having him on the staff.

As I mentioned earlier, I had been editor of American School and University, which was a trade magazine for educational executives published in New York. We carried commercial advertising and we were a member of the BPA, Business Press Association. I used to show up at BPA meetings and all the McGraw-Hill editors would be there and from other magazines, too, like Architectural Digest. It was a regular trade group.

When BOB approved FDA Papers I announced it in a press release that it would be for sale from the Superintendent of Documents, but if the subscription price was too high we would send it free to certain consumer organizations.

Well, HEW Secretary John Gardner got a huge blast from the BPA. "What the heck is the Food and Drug Administration doing competing with us? We've got Chemical

Engineering News, we've got McGraw-Hill, we've got Drug Topics, we've got Drug Trade News. What business has the FDA in competing with us in the marketplace?"

I had to go to the Secretary's office and explain that a section in the Food, Drug, and Cosmetic law said we were under obligation to tell the public what we were doing. The little Notices of Judgment by itself didn't do the job. Like every other agency in government we also needed a periodical because we had things to say and things to explain.

The Secretary said, okay, but the complaint also went to the White House. A day or so later we got a call from Marvin Watson at the White House. "What are you guys doing over there? We've got all these trade-magazine people really up-in-arms because you're going to compete with them."

"No, we're not competing."

I sent out another press release saying, new idea, because the material we're producing sometimes needs to be very timely and our production process may not always be so timely, we will release all our manuscripts, have them all available for public review when we close the magazine

issue and go to press. Anybody who wants to scoop us can come in and scoop us.

The fact of the matter is, nobody ever did. The manuscripts used to be put out on a table in front of my office, but no one ever came by to scoop us.

Anyway, I finally got a letter from the BPA executives in New York saying they wanted to meet with me to find out why I was continuing this initiative, and maybe I would agree not to continue and work out some other arrangement. We set a time for them to come down.

So the meeting was set for, I think, two o'clock in the afternoon in a conference room on the first floor of FOB-8. Paul Schuette, Gifford Hampshire, Sheldon Cohen, and I went into that conference room early. First, we rolled back the rug in that conference room. Then we brought in folding conference tables and we laid down these tables to make a platform. We covered it with the rug and on top of that platform we put another big table and four chairs behind it. Then we arranged the other tables in a U-shape facing the platform.

When two o'clock came, the four of us were sitting behind the long table up on the dais and eight or nine BPA guys came in. I rose up and said, "Gentlemen, please be

seated." They said, "What the hell is this?" They sat down at the U-shaped table and we're sitting looking down on them and they're sitting looking up at us.

The discussion began, and I explained very carefully that this was under law, section this and that, the FD&C Act, and we're not going to be competing. But they insisted it definitely was competition, this is a busy industry, a lot of money was involved here, back and forth and back and forth. We just sat there and said, "No, we're going ahead."

Gifford Hampshire said, "Look, we're making these stories available, we're not scooping anybody, we're not pandering to build up subscriptions. If ten people subscribe, that's it. We don't care. It's not our problem to sell subscriptions."

As the meeting ended at three o'clock I said, "Gentlemen, thank you very much for coming, but I didn't hear anything today that would make me change my mind. We have to do this as a matter of public law," and they were really bugged.

They turned around and left, and we got down off the dais, but one of the fellows whom I had known in New York came up to me -- he was from McGraw-Hill -- and said,

"You've got a goddamn nerve sitting up there like the Supreme Court. This was no meeting. You already decided what the verdict was. You've got some nerve!"

I said, "Man, we're in business, too." He left and that was the end of it. They realized there was no more point in arguing.

Anyway, we produced FDA Papers. It was quite successful and it was in color.

We did something else, too. As I mentioned earlier, when I was at the Office of Education, I produced American Education Magazine, and I wanted to have a literature of education in that magazine. So I published stories by Eudora Welty and Robert Osborn.

In FDA Papers we did a story with Upton Sinclair, the author of The Jungle, the book that produced the Pure Foods Act in 1906. I think Sinclair was 96 years old and was in a nursing home. Gifford interviewed him, and so we had Upton Sinclair in FDA Papers. It was just wonderful.

It turned out to be a good magazine, everybody liked it, and the Sup Docs said it was a good seller.

Later on, after we left, it was changed to be FDA Consumer. I'm not sure that was a good idea. I wanted the title to be neutral because the magazine was designed to

serve doctors, hospitals, pharmacists, housewives, everybody. Simply Papers was better.

Let's see. We did the Sinclair piece because 1966 was the 60<sup>th</sup> anniversary of the Pure Food Law and the 30<sup>th</sup> anniversary of the Food, Drug, and Cosmetic Act. I talked to Goddard about maybe doing something special and he said to go ahead.

I took a look around the agency, and on the first floor of FOB-8 there was a sort of alcove between the two front doors and it faced another alcove across the lobby. There was nothing in them. I had a curtain with a drawstring put up on the alcove between the two entrances, and I dubbed it the Harvey W. Wiley Memorial Alcove.

I found out that the painter who did Oveta Culp Hobby's portrait was a local portrait painter in Arlington, Virginia. I called him up and asked if he would do a portrait of Harvey W. Wiley. He agreed, but said he would need color photos of Wiley. We had some black-and-white pictures but no color. We tracked down his grandson, John Wiley, who was at that time on the Amazon River in Brazil somewhere. Do you know about the story?

SJ: I don't know your story, but we corresponded with John Wiley for a while, until he died. He was in Asuncion, Paraguay. He may have been in Brazil before that.

TC: Well, we tracked him down and wanted to know if he remembered his grandfather's eye color and skin color and we got a nice letter back from him. I gave that to the portrait painter and he painted the big oil portrait of Harvey W. Wiley, which I had hung in the Harvey W. Wiley memorial alcove in the lobby, behind the curtain.

SJ: It's since been moved to the new Wiley Building in College Park. The portrait has the spot of honor in the new building.

TC: Oh, wonderful. Anyway, in the other little alcove across the lobby we set up, with Wally's help, a little exhibit of things that mirrored what had taken place over the years, like quackery medicine packages, and so on. And there were pictures of Eleanor Roosevelt and other people who figured in the history of the FDA.

I asked the guys in facilities management, "What would happen if we had a building tour? Like the FBI building."

They said, "Yes, you can have a tour, but who's going to do it?"

I went over to Eastern High School and asked the principal if he could identify a half dozen African American kids who were interested in science and biology and would like to work for me in the afternoons. The tour bus would arrive, drop people off, and these kids would take the people around FOB-8. The principal thought it was a swell idea and he identified a half-dozen kids.

That little room, where we humiliated the BPA people, I had converted into a little nursery. I bought some kids' furniture, a little stool with a magnifying glass, and simple little scientific things. One of the students served as a kind of a babysitter. We put together a tour with the kids' help. They were really very interested in the whole thing.

When I worked in New York, I'd met the artist Ben Shahn and his daughter Judith Shahn, also an artist who did wonderful charcoal-and-pencil work. I commissioned her to do pictures of what took place in laboratories which tourists could not enter. Just having a sign explaining it all in English wouldn't help because a lot of tourists in Washington were from Japan, Germany, France. So we needed pictures.

Judith Shahn came down and went into these secured laboratories, like Jackie Varrette's lab, for example, and she drew these large 3-foot-by-4-foot sketches. They were fabulous. I had them framed and mounted on the wall in front of the laboratories that ordinary tourists couldn't go into.

By the time the anniversary party began, these kids were all dressed up in white lab coats and they had been on their tour and they'd taken people around. Then the invited guests arrived: Congressman L. H. Fountain and his whole committee, Del Goldberg and Don Gray were there, Rep. Harley Staggers, Sen. Warren Magnuson and Mike Pertschuk, Ben Rosenthal, and people from the White House, Betty Furness came and Esther Peterson came over from Giant Food. Consumers Union and The National Consumers League were there and others with whom I had become friends during our constituency-building process. Wilbur Cohen and others from the Department came and, of course, all the press. The place was jammed with people.

Goddard made some remarks, with everybody standing around in the lobby in front of the unveiled Wiley portrait, then, with the help of the high school kids, we all went through the whole FOB-8 building.

Then we had catered hors d'oeuvres set out, and it was a great celebration of the sixtieth and thirtieth anniversaries. It was very successful, and Goddard was happy because it did indeed demonstrate to the White House and to the Department that we were four-square for protecting the public in foods, drugs, and cosmetics, and we were proud of the assignment.

Now, here's an interesting footnote. A couple of weeks later, I'm in my office and my secretary comes in and says, "There are some people here from GAO, and I think you ought to meet with them."

Two guys come in with one of the people from the FDA Contracts office. I think it was Mickie Mouré. They came in and were grim.

"Mr. Cron, did you sign this contract?" It was a copy of the contract with the painter of the Harvey W. Wiley portrait.

I said, "Yes, I did, a beautiful piece of work. Did you see it downstairs? Beautiful."

"Well, Mr. Cron, there's a law that says you can't have a portrait painted of anyone beneath secretarial status. Was Harvey W. Wiley a Secretary?"

I said, "No. He was a man who made the Food and Drug Administration happen. I mean, he was an amazing guy."

"Do you realize, then, that you misspent \$2,000 of the federal taxpayers' money?"

I said, "I didn't misspend it. You can see the picture downstairs. It's hanging on the wall."

"You illegally committed \$2,000 of taxpayer funds."

"I don't understand this. I mean, I got no money out of this at all. I made nothing on this thing. Tell me what's wrong here."

"I don't know how many times we've got to go through this, but the law says you can't have an oil painting commissioned of anyone under secretarial level or attorney general level."

"I can't believe you're telling me this."

"Mr. Cron, people are sent to Leavenworth for misappropriating federal funds."

So we sat in the office for about forty-five minutes, and I said, "Okay, I signed that contract. But do you really think, if we had to go to court, that anyone would say I did something that was malfeasance?"

"Well, we appreciate that you're being open with us. We'll take that into consideration." And they left.

I went home and told my wife, "Keep your fingers crossed. I'm either going to be living with you for the next ten years, or I'll be in Leavenworth." Some Republican on the Hill had sent the GAO to get rid of me, but it blew over and I never heard from them again.

SJ: That is a great contribution and leaves me speechless. So it's an even more precious artifact than we realized, being fairly unique for a federal agency.

TC: The 100<sup>th</sup> anniversary is coming up next year. That should be fun, too.

RT: Well, Ted, we've covered quite a large area. Perhaps you could speak, if you will, about the closure of your time with the agency.

TC: Well, it was 1968, an election year, and Johnson took himself out of the race. Vice President Humphrey, a pharmacist, was the presumptive candidate. I did a lot of work with his staff. Ofield Dukes, a black reporter from Detroit, was on Humphrey's staff handling public information. Ofield and I became friends and we've been friends for many years since then. And Julius Kahn was on Humphrey's staff. He handled the message, you might say, and we had to deal with Julie also to keep things straight. The work became highly political.

As the year wore on we had to be careful as to what we were saying. We didn't want to cause any problems for the administration or the Democratic candidate.

But Goddard was a very plainspoken man, and there were a couple of things that he did. There was, you may remember, the marijuana flap. It happened in Minneapolis. Judy Vick was the reporter who wrote it up and put it out on the wire. He was asked to compare the dangers of marijuana with those of alcohol, something like that, and he said, "I'd rather see my daughter smoke marijuana than have a cocktail." I got a tape of it from the Minneapolis Star Tribune. We were on the phone with the press from all over the country on that one. After all, this was the same official who was in charge of the Drug Abuse Amendments!

Goddard was really raked over the coals by right-wingers in the Congress and other drug industry and booze industry allies. Of course, he did embarrass the White House and he -- and we -- had to respond to calls for his resignation. But I think history will prove that he was right.

The Corner Drugstore flap was another one that came at that same terrible time. He was talking about patients getting good drug information from their local independent

pharmacists, who knew their customers. But he was concerned because, he said, "Pretty soon the corner drugstore is going to disappear. It's all going to be chains." The National Association of Chain Drugstores thought that was a wonderful prediction, of course, but not the National Association of Retail Druggists (NARD), they were furious. They were the independents and they were up-in-arms. The NARD was also a strong contributor to Humphrey campaigns because he was one of them. So there were more calls for Goddard's resignation, and Humphrey let Goddard know that he was a liability. We had to sort of keep Goddard under wraps, and he understood that.

Finally, he decided that there wasn't any future for him that way. He didn't want to be on a job where he had to keep his mouth shut and be careful. If Nixon won, he'd be out, but he'd also be out if Humphrey won. He announced his resignation in July, as I recall. He told me about it first, and it really saddened me.

He picked Herb Ley to be his successor.

Ley and Goddard had known each other for a long time and Herb by then was our director of the Bureau of Drugs.

When Goddard told me he was going to resign, he also proposed leaking the name of Herb Ley as his successor. "You'll get along with him," he said.

I said, "You know, there's nobody else, there's no other Jim Goddard around. I don't think I want to do that. I've had a terrific run here, and I don't want it to go downhill, and I just don't have confidence in Herb."

When Goddard announced his resignation in July, I told my staff that I'd be gone in August, to sort of clean things up a little bit after Goddard.

Herb asked me to stay, but I declined. Herb was a pipe-smoking, thoughtful individual, and the kinds of things I was doing at FDA and felt committed to -- the Equal Opportunity Program, for example, and the consumer effort and working with people in the field -- I didn't sense that Herb had a feeling for those things or would support me as much. So I announced my resignation as well. This was all well before the November election itself.

The news stories in the trade press, Pink Sheet and Drug Topics and Drug Trade News, said, "Batman resigns, so does Robin." We were known as Batman and Robin. That was hung on us for a couple of years. Then Batman resigns, and so does Robin. I've got that headline somewhere at home.

I left government and for a brief period before the election I worked as a speechwriter for Hubert. Who knew? Maybe Hubert would win and I'd come back into government. I worked in a little office up on K Street that I shared with David Cohen, who later was president of Common Cause. His wife, by the way, founded Politics & Prose book store.

The campaign work didn't really suit me, so I looked around for a job and was hired by Dave Apter as his vice president. I still worked with that group of street gangs. I also had as my client the National Office of Black Catholics, which had just been organized. Brother Joe Davis of the Order of Mary was the director.

I also wrote speeches for Lucy Wilson Benson, who was the president of the League of Women Voters, Dave's client, and I worked on the press conference that the League ran when they announced the consensus that the United States should recognize and work with Red China. That was the first step that ultimately led Nixon to go to China. So I worked on that.

I did a bunch of stuff, too, on contracts for the Office of Education and the Public Health Service. But to tell the truth, I was probably busiest doing my own things.

For example, in October 1968, fresh from my 3-year career in consumer and patient protection, I founded the American Patients Association and the APA Foundation in Washington, DC. I testified on Capitol Hill before Rep. Ben Rosenthal and worked with the Ribicoff Committee staff on consumer and health legislation. I was also a member of an ad hoc Health Advisory Committee which met with HEW Secretary Robert Finch, Leon Panetta of the Civil Rights office, and Roger Egeberg, the Assistant Secretary of Health. Our job was to provide a consumer voice to balance the voices of medicine and industry. I was the only white person on the committee.

I published a monthly newsletter, called The American Patient. My writers were many of the same press people who covered me in the FDA. But they wrote for free for me because I didn't edit them very much.

I was also a featured speaker at consumer functions, had bylined articles in journals, held press conferences, and generally became known as the leading consumer-patient advocate. One of the lawyers for the state of Florida in a case against several drug firms involved my APA as a co-plaintiff. Then I had my own case.

On a Friday afternoon in December 1970, just before Christmas, Secretary Finch quietly announced a hike in the Medicare premium. The law required that the Secretary give the actuarial basis for any such change and allow for public comment. Finch didn't do either.

I wanted to sue. I went to see a consumer lawyer friend, Benny Kass, and asked for some free advice. Benny had just won a case against the Interstate Commerce Commission for his client, Safeway Stores. The claim was that the ICC illegally raised freight rates on shipped vegetables. He gave me his complaint to study.

A week later I showed Benny my complaint. Where he had the ICC, I had HEW; for freight weights, I had Medicare premiums; for Safeway, I had the nation's elderly; and so on. Benny encouraged me to file it pro se, on my own behalf, in the District Court. I did. It was accepted and I personally served Secretary Finch and Attorney General John Mitchell with my complaint.

I was supposed to have drawn June Green as the judge, but instead I got John Sirica, who was a lot tougher. You may remember he presided over the Watergate break-in trial. In any case, on the day of the trial I showed up on my own behalf, or in proper persona, and presented my complaint.

Sirica at one point chatted about his mother on Medicare, to show he understood my argument.

Then the woman representing the government said she had had no time to study the complaint and requested more time. To my astonishment, her wish was granted and we got a continuance. That was terrible for me, because it meant I'd have to come back to court with a real lawyer.

As for my work in Dave Apter's company, I was good with ideas and could write anything. In 1971 I worked on Reverend Walter Fauntroy's winning campaign to be DC's first non-voting congressman. But my Black Catholics client fell apart: the Black Sisters Religious joined and began to demand that the NOBC urge the Catholic Church to abandon its rules on celibacy! My other work was sporadic, job by job, whereas Dave's company survived mainly on year-round retainers.

I wasn't very good at rustling up new business. Sitting down with potential clients and wining and dining them just wasn't my thing, and after 3 years, I began to look for work back in government -- despite it being Nixon's government.

By then, Ina Friedelson Heyman had landed a job in the information office of the Social and Rehabilitation

Service, a unit inside HEW. When I told her of my new interest, she told me that the SRS director of publications was about to retire and I should apply for the job. I did and I got it.

At SRS I started a monthly magazine called Human Needs. It was unusual in two ways. We covered Medicare, Medicaid, juvenile delinquency, welfare reform, people with disabilities, all kinds of stuff, but every quarter I had regional editions. In other words, every third issue had 10 different versions. This had never been done before.

Who was going to write this stuff?

I mentioned Ofield Dukes before, who was on Humphrey's press staff. After the election and Humphrey's loss, Ofield started his own public relations operation. I wrote a contract with Ofield to find me ten minority journalists, one in each of HEW's regional offices. In a couple of weeks, he came up with ten writers, blacks and Hispanics, men and women, including a young Indian woman writer in Seattle, Tana Beebe. I called up each one and asked if he or she would be interested in a freelance contract to write stuff for me, and they all said yes.

I flew them all to Washington for a meeting and explained the situation to them. It was 1972 and we still

had a very segregated federal workforce in the field. I said, "You're all minority. That's why you were picked. I'd like you to represent me and go into the HEW regional offices and report on what they're doing in the areas that are important to my agency. You will be my agents, and I want the people in those offices to respect that and get used to the fact that minority folks are doing important work for the government." I added that it wouldn't be easy, but you'll get paid for it, and it would be a step forward. So they agreed.

Every three months they went into the regional offices and got all this information and wrote their stories, and I published them in those 10 different regional editions.

The Region I office, for example, Boston, I produced Human Needs, but in the middle four pages was a separate form filled just with Region I news. Every three months the printer had to figure out how many copies of Human Needs to make for Region I and slip in that Region I insert; same for Region II, New York; and all across the country. Nothing like that had been done before. So that was the first thing.

The second thing about that magazine was the cover. It was called Human Needs, but it had no unique logo.

Rather, the title was embedded into the cover art. For example, we had a story on migrant labor and the effect on kids and their health and so on. I sent a photographer, Michael Sullivan, to El Paso, Texas, with a bunch of basket labels which said, in fancy type, Human Needs.

With the help of the district office down there, we identified a farm that grew okra, and Michael went into the field and he put these labels on the baskets that the migrant stoop laborers were filling with okra. Then he took a bunch of black & white pictures of this action. One of those pictures was our cover for that month.

There was another issue that featured a story on programs to combat juvenile delinquency. I got Dennis Brack a very well-known photographer for Time, Life, and other magazines. I had him take a spray-paint can and find a wall somewhere in Northeast Washington next to a vacant lot, just rubble, and on that wall paint a lot of graffiti as well as the words Human Needs. He did, and then he waited for kids to play in the rubble. They came and played, and he took the pictures, and that was another cover of Human Needs Magazine. You looked at it and, what is this? If you knew the magazine, you knew it was Human Needs.

So every issue had a different cover which expressed something that was inside, and the title of the magazine was embedded in that artwork. I've never seen this done before or since.

I got some fine writing in there, too. I bought and printed a nice piece by novelist Herbert Gold. Later I called folksinger Theodore Bikel in Connecticut and asked him to visit a local nursing home, talk with the patients, then write up the results. He agreed -- for \$500! But by then Nixon's gang had taken full charge of SRS, they hated Human Needs, and would no longer approve the printing requests. They said we identified too closely with beneficiaries and patients! Human Needs was dead.

RT: So, did you complete your professional career at that location?

TC: No. I was a GS-14 at SRS. But a GS-15 opened up back in the Public Health Service. The job was as Associate Administrator of Public Affairs for the Health Services Administration,. HSA had the Indian Health Service in it, and I was interested in that.

When I joined HSA, it was fiddling around with what to do with emergency services. They finally came up with the 9-1-1 number, and my office was involved in the first test

in Chicago of 9-1-1 as an emergency telephone response. When that worked, we went national with it and my staff did the publicity for the whole thing.

I also worked with the Indian Health Service. One of the first things that really caught my attention was a snowstorm in the Southwest -- it came up just like that -- and a number of Indians were caught unawares out in the desert and died from exposure. The Indian Health Service was concerned about that, but what could they do?

I talked with the director of the Indian Health Service and suggested, "Why don't we just set up a radio network and give every Indian a radio? That way they could hear weather reports as well as tribal news and other information in their own language."

I contacted an importer of these little pocket AM/FM radios that run on batteries. If bought in bulk, they were pretty cheap. I also got in touch with the United Church of Christ, which was doing a lot of work in Indian country, and talked with them. The United Church of Christ and I went to the FCC (Federal Communications Commission) and we got the FCC to agree to set aside FM channels in Indian country so that every tribe could have its own channel.

With free radios coming in and stations on the air, we could provide better protection for the tribes.

I had hoped to get the money from the IHS to pay for this -- everybody seemed to be in favor -- but the money never came through. The BIA (Bureau of Indian Affairs) did give some money. The Indian Health Service just felt it didn't have any authority to set up radio stations, and, of course, they were right. I mean, it was really off the reservation at that point.

Nevertheless, the idea did circulate in Indian country. The Turtle Creek Chippewa, up in North Dakota, opened up a radio station on their own. I was invited to that inauguration ceremony. The other honored guest was Jay Silverheels, who played Tonto on the Lone Ranger!

The White River Sioux also opened up a station and there were others, too. They applied to the FCC and, automatically, they got licenses, and then just needed a few bucks to get started.

I got an award from the Indian Health Service for this, although we never got to the point of setting up what I had named the NARN (Native American Radio Network). That's what I wanted to set up, the NARN.

RT: Well, Ted, there are probably a few more things you'd like to put on the record, until your eventual retirement. So let's continue on that.

TC: Okay. After the HSA job, I worked for a brief period for the Health Resources Administration. I was a Special Assistant again, working on special projects. The one that occupied most of my time was an effort to create "virtual" medical schools at Fairbanks, Alaska; Bozeman, Montana; Denver, and Seattle.

This was in the mid-70s and Canada had launched a telecommunications satellite, called the CTS. Its footprint covered our upper mid-west and west, including Alaska. We rented time on that bird so that we could bring outstanding medical faculty by interactive television to remote or small-staffed professional schools. In the process we spent over \$4 million building and equipping TV studios in Fairbanks and Bozeman and upgrading the ones in Denver and Seattle.

I was a kind of straw-boss, making sure no one bought extraneous equipment, that deadlines were kept, and agreements were honored. I had some problems with the medical staff in Seattle, but generally it all went well

and provided quality medical education where not much had happened before.

The election of 1976 changed things for me. Jimmy Carter won the presidency and he began to pick people for key jobs. I got a call from my old friend on the Senate Commerce Committee, Mike Pertschuk. He said Carter was going to name him to be Chairman of the Federal Trade Commission. Mike, in turn, would have three political jobs to fill: his secretary, the FTC director of information, and the director's secretary. He wanted me to come back downtown and run his information operation. I remember his exact words: "Ted, I want you to do for me what you did for Jim Goddard." Well, Mike was a wonderful guy, but, to paraphrase Lloyd Bentsen, "I knew Jim Goddard, and Mike was no Jim Goddard." I agreed to join his merry band, which included some very interesting people, including Robert Reich, a very bright man, who later became Secretary of Labor under Clinton.

I did some interesting things there. For example, I put on the government's first seminar for women in business. I called it "Our Turn." Commissioner Elizabeth Dole, at that time, was the keynote speaker; she and I got along very well. The seminar was designed to help women

business owners learn the law and regulations and advertising and retail issues and all that sort of thing. Later in the year, the Department of Commerce ran a much bigger operation, headlined by Juanita Kreps, the Secretary of Commerce. But we were first and broke the new ground.

I did some different outreach things, too. For example, the Commission voted to install the Funeral Rule, under which funeral parlors had to be open about all charges and offer a range of services so that grieving consumers could do the best they could without going broke. We did a press release and all that.

I asked for time at the bi-weekly luncheon run by the religious lobbyists on Capitol Hill. They'd all get together -- Baptists, Methodists, Roman Catholics, Episcopalians, Reform, Conservative, and Orthodox Jews, you name it -- and discuss social welfare issues coming up in Congress.

They agreed to hear me talk about the funeral rule. I went up, explained the rule, how it would benefit all their co-religionists, and then I distributed boilerplate sermon-type material that these luncheon folk might send out to their congregations across the country. Actually, I hired

an Episcopal woman writer who was terrific at this stuff and she turned in some great pieces.

I also produced radio public service announcements explaining the brand-new Fair Credit Reporting Act. A friend of mine, George Idelson, produced those. He used to handle the Porsche account for Henry J. Kaufman, the Washington ad firm.

Another odd thing happened. One morning, just after I got to the office, I was visited by Gil Thelen, who covered the FTC and other consumer-oriented agencies for the Associated Press. He said he was desperate. He was in a messy divorce dispute, his wife had a warrant or something out on him, and he was flying out of DC in a matter of hours. His problem? He taught a night journalism course in George Washington University. Gil knew me, liked me, and came bearing all the notes for his course. Would I please take it over? For a couple of nights anyway? Poor guy! So I agreed and took his notes, which were incomprehensible. That was 1978. I continued teaching consumer journalism there as an adjunct professor for the next 16 years!

Gil, by the way, went right to work for the Charlotte Observer. Today I believe he's publisher of the Tampa Tribune.

But there was a big problem at the FTC. Mike used to invite Ralph Nader to come sit in on his staff meetings, and Ralph pushed Mike into taking a strong public stand against the advertising and programming on children's television. Also, Peggy Charren, who ran Action for Children's Television, would also show up unannounced.

When word about this got out, I began to get really negative reports from press people and also some Capitol Hill people. Everyone I talked to, even those who agreed that children's TV was junk, said that the FTC had no legal basis for action. I relayed this to Mike personally and at staff meetings, and he began to get real angry about it. He accused me of not being on his team, but I said, "Look, I'm no lawyer. I'm just telling you that outside this room you have zero support." And that was the truth.

Then one day Mike called me in and fired me from the information job. After pleading with him, he arranged to put me back into a career civil service position as the FTC's director of consumer education. However, he shipped me out of the headquarters building and into an empty office space at 6<sup>th</sup> and E Streets, three blocks from FTC. I had a desk, a chair, and a phone. Period. It was

humiliating. I was barred from being involved in his staff meetings any longer, and that was okay.

Nevertheless, I did the Fair Credit ad and some other things for people in the agency who liked me and knew I'd been screwed. I also brought a guitar to the office and practiced guitar, because there was nobody around and it seemed like a good way to get back into music.

Then one day a friend of mine from HEW, Mort Lebow, called and said let's go to lunch. I said fine, meet me up in my office. He came up, saw me practicing the guitar, and had a fit. Why? Because he was director of public affairs for the U.S. Public Health Service and, in addition to everything else, he was stuck writing speeches for Dr. Julius Richmond, the creator of Head Start under Lyndon Johnson, who was then the Assistant Secretary for Health and Surgeon General under Carter.

Mort asked me if I was happy and I said no. So he offered to get me over to HEW to be a Special Assistant/Speechwriter and take that load off his hands. In a couple of weeks, that's exactly what happened! I was out of the FTC.

I don't want to gloat, but I was absolutely right about the children's television issue. You may remember

that the Washington Post called the FTC the "national nanny." To make matters worse, when the re-authorization came up for the FTC itself, such longtime FTC friends as Senators Wendell Ford and Fritz Hollings held it up until Mike dumped his drive against kids' TV. And he did give up.

A couple of years later, Mike and I bumped into each other having lunch at the little café in the National Museum of American Art. He was very contrite and said, "You know, I should have told you by now, but you were right on the children's TV issue. I got carried away by my other friends and made a mess of my term as chairman."

Well, I wrote speeches for Julie Richmond for about a year -- mostly about health promotion and disease prevention -- and then the Reagan revolution came along. So here I was, a career civil servant on staff as speechwriter and Special Assistant to the Surgeon General, and we hear that Reagan was appointing a new Surgeon General, Dr. C. Everett Koop, who was advertised as being rigidly pro-life and a favorite of far-right-wing Republicans. Everybody was very upset. In fact, even the Assistant Secretary for Health, Ed Brandt, sort of hid Koop away in a tiny office with no clerical help for the 8

months or so that his nomination was batted about Capitol Hill.

Koop, a world-famous pediatric surgeon, was a Republican and a conservative Evangelical Presbyterian. He comes to work and discovers that he's got a Jewish liberal Democrat as his right hand man and speechwriter. At first he insisted he didn't need a speechwriter, but I convinced him he needed one in Washington. We talked about our differences, but I told him not to worry. The pro-life issue was not a matter for the Surgeon General and anyway I speech write for the whole country, and he was the Surgeon General for all the people, and I was one of those people, too.

He was in limbo for almost 8 months, then I wrote some of his testimony and helped him get through his confirmation hearings. That was a sort of a trial under fire, and he knew he could trust me and I knew I could work with him. So between 1981 and 1989, I wrote 340 speeches for him and some congressional testimony, too. We worked on AIDS together, and smoking and health, alcoholism, sudden infant death syndrome, post-polio syndrome ... he was asked to comment on just about every public health issue on the government's agenda.

In the middle of all this, there was an epidemic of domestic violence reported in the news. I checked with CDC (Centers for Disease Control), which had a violence unit, but nobody was really focusing on domestic violence. I asked Koop what he thought about that, and he said, "Well, this is an issue the Surgeon General could talk about."

So I arranged for him to appear before an organization meeting at George Washington University to give the first speech by a Surgeon General on the issue of spouse abuse and domestic violence. From that speech, we developed a program. I put together a Surgeon General's Workshop on Violence, which we held at Leesburg, Virginia. We brought in people from all over the country, and it really opened up the issue.

I also wrote and produced the first Public Health Service commercial, a public service announcement (PSA), on domestic violence. I worked with the National Coalition Against Domestic Violence, which had its headquarters down on K Street. The tagline at the end of the commercial was left blank so that each state Domestic Violence Association could add its own 800 hotline number to tell women in danger about available shelters and other kinds of protection.

Up until a couple of years ago, it was still running and may still be running in some places. It was very effective. It was also produced by a woman-owned business in Wellesley, Massachusetts. In fact, I went up there and was part of the filming. I'm very proud of that effort.

I was with Koop from 1981 to 1989, and we became very good friends. He was just a wonderful guy. He softened his position a little bit on pro-life. He wasn't as rigid. And he tried to get the Catholics and others in that community to ease up a little bit, to unbend a little bit, you know, on questions of incest and that sort of thing, and nobody would give. He was very disappointed.

Personally, my sister-in-law had pancreatic cancer in the mid-'80s, and Dr. Koop counseled me and Lee about the fact that it was terminal, and the kinds of things we could do to make her comfortable and where she might get some help, NIH protocols, and that sort of thing. Nothing really worked. But it was a great comfort to have him on our side. He was like that, not just with me, but with everyone on his staff. Really a well-loved guy, although he started out as probably one of the most hated men in government.

But I think in the course of those eight years, he learned there's a lot more inside him than that rigidity, and he became just a wonderful human being.

I'm still in touch with him. We were just on the phone a couple of days ago. I sent all my copies of his speeches to the National Library of Medicine, and he's going to be installed as a Great Man of Science in the NLM (National Library of Medicine) sometime in the next several months. So we've been in touch on that.

RT: When your service with Dr. Koop ended, did you leave public service?

TC: Yes. I left public service August 1<sup>st</sup> of 1989. Dr. Koop left, I guess, right after the election in December of '89.

RT: Who came in?

TC: George H. W. Bush. Neither one of us was happy with George Bush, Sr. As Reagan's Vice President, he was prone to interfere a lot with what Dr. Koop wanted to say and do.

RT: Okay.

TC: I also left because the next Assistant Secretary of Health was a fellow that I knew from reputation that I would have a lot of difficulty writing for, and I figured

I'd put in my twenty-six years, including military service, and I'm ready to do something else.

When I left government in the summer of '89 I went right into a position as Associate Director for Public Affairs of the National Association of Elementary School Principals. I did a lot of the usual PR and publication things. One thing I'm particularly proud of is setting up pen pal relationships between elementary schools in the U.S. and similar schools in Hungary and Czechoslovakia. This was right after the Berlin Wall came down. I called it "Project Good Citizen," and did it with the help of Joe Cerquone, a consultant and writer who had done much good work on behalf of children when he was with the U.S. Committee on Refugees. Unhappily, the NAESP Executive Director didn't care for it and, soon after I left in 1991, he closed down the project.

I've freelanced as a writer and editor ever since. My wife Lee died suddenly, heart attack, in December 1998 and took the wind out of my sails. Instead of pursuing more outside work, I decided to try to make a new career, working by myself, as a writer of fiction. As a matter of fact, my first novel, *Assignment: Istanbul*, is due out

later this spring. We'll see if that was a smart career choice or not!

RT: Well, Ted, let me express our appreciation for the interesting and thorough coverage of your contributions to this agency and to the others in which you've served. We appreciate it very much, and we'll see that all this goes into the FDA archives at the National Library of Medicine.

TC: Well, thank you very much for the invitation.

END OF INTERVIEW

