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INTERVIEW WITH
CARL E. EVERETT, D.O.

CONDUCTED BY RAY STOKES

Dr. Everett is one of the founders of the Texas College of Osteopathic Medicine.

Mr. Stokes: Dr. Everett, we are pleased that you would come by and visit with us today and kind of go in reminiscence, kind of reflect on giving me an opportunity to dig into some of the memoirs of the past with reference to the work and the association you were involved in in the beginning of the thought about establishing the Texas College of Osteopathic Medicine. Do you, if you will pardon the expression, but to kind of paraphrase a very popular expression today, we've come a long way haven't we since October 1, 19⁷⁰~~68~~, the day that we opened the doors? What do you remember about that particular day or week?

Dr. Everett: I can only say this. It is hard to believe that we have made this much progress. We had a lot of ideas about what we could do, but I think they were far short of what we have accomplished. One of the things that we need to do is express our appreciation to members of our profession here, especially ^{staff} in the Fort Worth area and/members of the Fort Worth Osteopathic Hospital for helping us and cooperation. Also, they helped us financially.

Mr. Stokes: That's a red letter event, I am sure. Because, as secretary/treasurer of the corporation of the Texas College of Osteopathic

Medicine when you got your charter, I think your title was secretary/treasurer and Dr. Luibel was chairman and Dr. Beyer was vice-chairman, but in those days, a lot has developed, I am sure, since June 15, 1966, and I still marvel, as I've told Dr. Luibel a few times, I still marvel, and may be you can reflect on this, I marvel on your ability to get things done in such a small time frame as far as you had a heavy load as a general practitioner in Fort Worth and you were very busy. I still marvel at your ability to get as much done as you did on/Wednesday or Thursday afternoon and week-ends. Can you think of any experience you may have had in those formative years back before even got around to saying, if you'll pardon me saying so, "Okay, Stokes, you can go to work". There is a period there of about two or three years that I know you had to do a lot of work. You did a feasibility study, you got out and pushed the possibility of opening the school and ran into a lot of opposition, a lot of "it's impossible", defeatism type of opposition. I know you have a lot of thoughts about that. What do you think?

Dr. Everett: Well, actually, once started, we were in a position where we couldn't stop. Due to the cooperation, actually we had the feasibility study, we went to the AOA and they gave us, as we called it, "running around money". I think the American Osteopathic Association, all together, gave us about \$35,000 to get started. Also, about that time, we decided that we had to have somebody to do some of this work for us, because we were busy and one thing, we hadn't had much experience

we didn't know exactly what we were doing. So, we hired you, Ray. You were our first employee. We put you to work. I believe your first office was down here, close to Mallick Tower.

Mr. Stokes: Yes, right across the street - the Summit Building, 1500 W. 5th.

Dr. Everett: And we gave you a little office and we started Ray Stokes to work. Soon after that, I believe you were our first employee and the next employee was Dr. Hardt.

Mr. Stokes: Dr. Henry Hardt.

Dr. Everett: He came along a few months after you were there. How long was that, Ray?

Mr. Stokes: Well, he came to work on, I believe September 1st or October 1st of 1969--about five or six months after I was hired.

Dr. Everett: We owe a lot to you and Dr. Hardt on helping us get started. Dr. Hardt had a ^{college} background and his experience at TCU. He was just a wonderful fellow to work with and he was also one of those people who was retired, yet he wasn't ready to stop working. He gave a lot of his talents and all and he applied his time. I think he started out on a part-time basis.

Mr. Stokes: Yes, for about four or five months and then, I think, as the spring of 1970 approached, we became more optimistic about the possibilities and gave him a little bit more scope of activities because he needed to get out and find himself a faculty and, of course, he had to have a little more time for that.

Dr. Everett: About that time we had financial problems. We needed money

that we didn't have and we donated some out of our own pockets and the Chairman of our Board, Dr. Luibel, seemed to feel like if I was going to be the Treasurer that I should make some effort to raise some money.

Mr. Stokes: Let me interject, I know of two nationwide letters that you wrote and, you know, you got pretty good response.

Dr. Everett: We did pretty well. We wrote to every member of the American Osteopathic Association and we got very good results. . .

Mr. Stokes: I believe that was when first-class was 6¢.

Dr. Everett: It wasn't 18¢, that's for sure. But we had pretty good return--not a great deal of money, but we did have better results that we thought we would have. Then we started individual solicitation of the osteopathic physicians in the area and over the state and we got some help from a number of people. I forget the amount we raised from the professional pledges. It was somewhere close to \$200,000, wasn't it?

Mr. Stokes: Yes, it was.

Dr. Everett: And we collected most of it--at least part of it we did. And what we collected we really used and appreciated.

Mr. Stokes: I might just interject, in total amounts, as far as actual gifts to the school from the Texas profession particularly, I think over a period of about four or five years, there was just under--I know when we became a state institution on the first of September, 1975 the Texas profession had supported (individual gifts from doctors in the State), just under a half a million dollars. Of course, we had gotten much

more than that from various grants and foundations. So, they had done a tremendous job. But, while we are talking about finances, Dr. Everett, before we get away from the subject from professional involvement as far as the doctor's pocketbooks were concerned, you mentioned in the beginning about the support and the tribute that you certainly wanted to make known and go on record of attesting to the support that was given by the members of the staff of the Fort Worth Osteopathic Hospital. Do you want to enlarge any on that? In terms of the support that you got? I can think of one time, of course, I know it was through your efforts, when we think about opening the school and relate to the past, we sometimes overlook one aspect about our development. And that is, we think about where we were and we think about the bowling alley and we say that in a facetious, funny manner, but actually, it goes beyond the bowling alley. We actually were born in the hospital on the fifth floor of the Fort Worth Osteopathic Hospital and I feel that if you would just reflect a little bit on how did we get in the hospital?

Dr. Everett: That's a long story. We had made our decision to open our first class in the fall of 1970 and the first thing that we needed to do, we needed facilities, we needed staff, we needed faculty. We made that decision a few months beforehand and, after the decision, we still had to find someplace we could afford. We looked at several places over town that we thought we might put some classrooms, and finally, it was suggested--someone came up with the idea--that possibly we

could use the fifth floor of Fort Worth Osteopathic Hospital. It was an undeveloped floor and possibly we could use that. This idea was presented to the Board of the Hospital and it was received with a negative . . .

Mr. Stokes: Very negative!

Dr. Everett: . . . it absolutely didn't get anyplace at all.

Mr. Stokes: Who was the principal, without naming names . . .

Dr. Everett: Dr. Luibel was the President of the Board of the hospital then. Dr. Phil Russell was the Chairman of the Board. And Dr. Phil was the old "Mr. Osteopathy" of Fort Worth for many years and he was responsible for a lot of our progress and all the hospital development he was more responsible for than anyone else. He was also a leader and a person with a lot of very strong ideas and he was very much opposed to using the fifth floor of the hospital for several different reasons. And one reason he had was that he did not feel that the hospital should be made a teaching hospital. He wanted a private hospital, that's the way it was started. Dr. Luibel and I were discussing the results we got from the Board meeting and I came up with the idea "Why don't we talk to Dr. Russell. Maybe we can convince Dr. Russell, as Chairman of the Board of the hospital, then maybe we could really get someplace."

Mr. Stokes: About how many votes were actually needed, Dr. Everett? How many were on the Board?

Dr. Everett: I think there were five members on the Board besides the representation from the Carter Foundation (they had two

members) and then Dr. Russell.

Mr. Stokes: You had to have four or five positive or affirmatives, then, didn't you?

Dr. Everett: We felt if we could convince Dr. Russell that this was a reasonable thing, then we wouldn't have any trouble with the rest of them. He was more or less in a leading position and he was looked up to as to what direction to go. So, Dr. Luibel says "Well, if that's the way you feel about it, why don't you go and talk to Dr. Russell yourself? We've done all we can do. So, I went to Phil and I said, "Well, I need to talk to you. I want to come over and talk to you about the College. We've decided to make an opening of our new school, our first class, this coming fall, we've got to have some action and I want to come over." He said "Well, come on over, Carl. Come on over on Sunday. I'll be home and come on over." So, I went over about 1:00 p.m. on Sunday after we'd gotten home from church, over to Dr. Phil's house. He lived on Hillcrest at that time. That afternoon, we'd had a norther come in--a Texas norther. It was very, very cold. The wind was extremely high. I don't think it touched 0°, but it was quite low. It was quite cold for this area. And the room was cold. We sat in the front room. He apologized for it being cold in there and I had a cold that didn't amount to anything when I got there and we stayed there from 1:00 to about 6:00. And, finally . . .

Mr. Stokes: Five hours . . .

Dr. Everett: It was a long session. Phil gave me all kinds of reasons

that he opposed this and opposed that. We kept talking and I brought out a few facts that I thought might sell him. I felt like I wasn't getting any place. Finally, after a long period of time, right before I felt, he said "Well, Carl, if that's what you want to do, we'll try it, but I just don't know whether it's smart or not, but I'll be for it." From then on, it was Dr. Phil's idea to put it on the fifth floor.

Mr. Stokes: His idea! Well, bless his heart.

Dr. Everett: So, we started then and between you, Ray, and Dr. Hardt, and a few of the faculty members that they had lined up, they started improving the fifth floor. We put temporary structures up there and made rooms and set up a school. On September--the latter part of September, we entered our first class--is that right?

Mr. Stokes: Yes, they started registering and getting preliminary work out, but I think October 1 was a Monday, the first day. We were a little later than the conventional September 1 opening because, as you recall, we didn't get the green light from the AOA until the 9th of July in 1970, at the meeting in Atlanta to give us preaccreditation. That didn't give Dr. Hardt but about two months to hire faculty. He had some pretty well in mind and had conducted some preliminary interviews and discussions, but he really couldn't enter into a contract on anybody because, as stated before, all we had up to that time was a paper college.

Dr. Everett: Looking back on it, I don't think it could be possible to

do that--for the hospital to do that in that length of time.

Mr. Stokes: They've got a TV program now that's called "That's Incredible"--I think we invented that word, didn't we?

Dr. Everett: This first class opened on the fifth floor. We had a dissection laboratory across the street in a garage apartment and we had five bodies there for dissection, which was an adequate number for the small class that we had. It wasn't a very impressive way to get a college started, but it served the purpose and I feel that we got by with, you might say. One of the things that we had so many problems and objections from our state association officers at that time about starting a school on such a shoestring. And, also, we had a lot of osteopathic physicians that really, some of them have turned out to be good friends of the college, but they were very much opposed to opening up a college that we'd be ashamed of, so to speak. One that would not give adequate training to our students and this was quite something to overcome. Then, at the same time, maybe, if we hadn't gotten such violent reactions from some of those people, maybe we wouldn't have tried so hard.

Mr. Stokes: So, they were really supporters, whether they knew it or not.

Dr. Everett: I try to look at the good points in everything that was bad.

Mr. Stokes: Well, thanks a lot for filling us in on exactly what the circumstances were under which we were fortunate enough to

acquire the fifth floor of the hospital. You know, I think there is another thing that ought to go on the record and that is, of course, naturally, we were assessed rent and we were supposed to pay them for utilities and so forth. On paper, it worked out that we probably would be paying about \$40,000 in rent and so forth, but you know, that's one good thing that I'm grateful for as Acting Business Manager at the time. It might have been rather difficult to have paid. The only ~~thing~~ that I paid regularly, you will recall because you signed the checks, was we had that house across the street at 3600 and, I mentioned we had the Anatomy Lab ~~that in~~ ~~was~~ the garage apartment behind it. Well, you know 3600 was our business office, so to speak. It was the administration building, so to speak. Classrooms, faculty, and library were on the fifth floor. Well, one thing that I paid with regularity was \$90 a month and later got the garage apartment with another \$35, so I paid \$145 a month rent to the administrator over the hospital each month. And we paid that. But I don't think anybody ever paid for the use, including the utilities. Not that we failed to meet an obligation, but we were never billed. So, I think that is something that ought to go on record. You know that the Board knew that we weren't paying that because some of our officers wore two hats--they were officers at the hospital and officers on the school board, including Dr. Luibel.

Dr. Everett: Looking back on it, I don't see how we could possibly have made it financially if we had not been involved with the

hospital, if they had not been helping us. A lot of the members of the hospital staff donated their time as faculty members.

Mr. Stokes: That is an important factor also, Dr. Everett.

Dr. Everett: They gave their time without pay and they gave special attention to our students because they realized that these students needed special attention and by doing so, them giving all this time, well, they received no funds for it, but I think the students got good training and as good a background as they would have if they were in an institution that were much better funded than we were.

Mr. Stokes: Let's move on to another subject in that realm, Dr. Everett. You know one thing that actually put us in business was, naturally, saying that we had some property worth \$300,000. That was the 50 acres of land that was given to us by the Vandergriffs and the Cravens out in Arlington. All of this was brought about through the efforts of Dr. Bobby Smith, who, I think was, at that time, President of the Association. With his efforts, it made it possible for us to be the recipient of this property out in south Arlington which was way out in the country at that time. But we did claim that we had fifty acres of land, which was given to us with the proviso that we couldn't do anything with it except build a school. But that \$300,000 that we said that we may have had . . .

Dr. Everett: The financial report looked pretty good.

Mr. Stokes: Yes, it did. That, in itself, was worth a great deal to us.

But, do you recall anything in particular about or that occurred at that time with reference to this land that we received and to the fact that, a year and a half later, after we hadn't actually utilized the land other than claiming it as a potential building site because we had already opened here in Fort Worth in the Fort Worth Osteopathic Hospital. But, do you recall anything that occurred that made it necessary or you felt necessary to return the land to the Vandergriffs and Mr. Craven?

Dr. Everett: The only thing that I can recall that, with looking into the situation, it became, we felt, unreasonable, to move onto this land and try to build and construct a building for several reasons. One of the reasons was that this was quite a ways out in the country and there wasn't any building, any facilities around for students housing or faculty. Also, most of our faculty were giving their time and most were connected with Fort Worth Osteopathic Hospital and on the staff of the hospital and they were not willing to drive all that distance, which would have been a forty-five minute drive, at least. Also, having students drive in and out was a problem. Another thing would have been, even though with temporary structures, we could not get temporary facilities done in the length of time that we wanted it done. Then, if we did get a building, even on a temporary basis, if we did get it built in time for the first class, it would be at considerable expense and we felt that we were not, at that time, in a position to financially afford to do that. So,

it being such a problem financially and the location of the land, we decided that we needed to make other arrangements and we went to the fifth floor of Fort Worth Osteopathic Hospital.

Mr. Stokes: Of course, we did return the land and it served the purpose. I recently had the opportunity to talk to former mayor Tommy Vandergriff and I tried my best to convince him that we ruled that as one of the most important assets of our success. If we hadn't had that land we probably wouldn't be here today. But, I don't know whether I convinced him or not. But, nevertheless, they took the land back and they now have it converted into a park, although part of the land is still not developed. I was by there recently and it is still a cotton patch.

Dr. Everett: It's still out in the country.

Mr. Stokes: However, it is much closer to communications now because it is just about a mile south of the new Interstate 20 that goes by there. It's in a little better location than it was six or eight years ago. Let's move on up to Denton County. You know, we became affiliated with North Texas and then we worked on a contract prior to that, in 1972 to 1975. We had a contract in which they were training. The basic sciences were taught there and then the clinical were taught here in Fort Worth. Let's reflect a little bit prior to that date on which we became state, September 1, 1975, and that's when you, as Treasurer of the Board, relinquished your title and gave up your direct affiliation

with the school. Can you think of anything particularly that highlights the significance about what brought this all to a climax--a conclusion? Of course, we had / con-^{the}tract and then we fought very hard, legislatively speaking, had lots of support from the profession and the community and friends who made it possible for us to become affiliated with North Texas. Do you feel that that was the time to move, Dr. Everett? Should we have remained a private institution longer or what are your thoughts? Was that the right time for the move to have been made?

Dr. Everett: Ray, I feel that a move had to be made. Back on the financial angle, for one thing. We were growing, we were admitting other classes and it was time that we had to make progress, we had to have more faculty, more teaching equipment, and there is just no end to what we needed to make a first class medical school. We were not a school, we were not endowed with any money. We had gotten some help through the state Legislature for two years, I believe and then it became apparent that we needed to be affiliated with one of the university systems in the state of Texas. And this just seemed natural. We had already had worked with North Texas and they were interested and they were willing. This is the direction that we took and we had a lot of cooperation with Dr. Jitter Nolen, who was President of North Texas at the time and he was very interested and was a help to us. Also, Dr. J.K.G. Silvey was also a good friend to TCOM and they helped us get started. This

took a lot of legislative work--a lot of influence that way and we had a lot of friends help us out. I guess you might say we were lucky.

I guess

Mr. Stokes: /you might have already answered this next question about what would be memorable to you about the NTSU/TCOM affiliation. Can you add anything to what you have already said as far as the affiliation is concerned?

Dr. Everett: It was a pleasure to work with the North Texas group and we owe them a lot. Looking back on our background, we owe a lot to North Texas State University.

Mr. Stokes: In that same respect, Dr. Everett, how much impact and assistance do you think the Texas Osteopathic Medical Association has contributed to TCOM through the school's early years?

Dr. Everett: The Texas Osteopathic Medical Association's House of Delegates elected each year a representative on our board and these representatives helped us, helped us keep in contact with the Association and the rest of the members of the State of Texas. At the beginning, we had very little help or cooperation with the state association itself. Part of the reason for that was they felt it should be run and controlled completely by the state association--this was the idea that some in this association felt. Then, about that time, we did have a representative on our board from TOMA and all of them were involved. It was a matter of growth, education, and a matter of normal progress, maybe.

Mr. Stokes: Dr. Everett, you and I both have had a little bit of experience in fund raising and various developmental processes, financially

speaking, particularly with reference to TCOM and struggling each payday to get the bills and so forth back in 1970-71, so we can take a great deal of pride about our accomplishments and achievements as we reflect on the past, but one thing I would like for you to elaborate on, if you will, some people are not familiar, to a great extent, now that we are a state entity and part of the state educational system, there are certain prohibitive or prohibitions, so to speak, with reference to fund raising and use of certain funds, particularly funds that are allocated from tax dollars. I wonder, you know back in the beginning, we felt it necessary to establish a TCOM Foundation and Dr. Everett is President of the TCOM Foundation, and as President, the head of the Foundation that has been organized since 1978, I believe you were the first and continuing President. Would you comment on the structure and function of the Foundation? It is an outside entity, but it's a kissing cousin and has a lot to do with the funding of things that we need that are not state supported.

Dr. Everett: The Foundation was established for the reasons that you mentioned. To run a college and an institution such as we have, it is necessary to have funds and money available that is not restricted. There is, on the state budgets for TCOM, it does not allow for such things as student recruiting, anything for public relations, it doesn't allow for, well, for instance, hiring faculty and people to work within the college-- the state does not allow for moving expenses. There are just

so many things that are not allowed for. The President of the College or any members of the College are not allowed anything for social reasons. You can't have a dinner or invite anybody out to lunch or anything else that is necessary for a smooth operation of a college. So, this is some of the things that the Foundation is trying to do. The Foundation was appointed, the members of the Foundation were appointed and are approved by the North Texas State Board of Regents in the beginning. We have, so far, still need approval for any new members appointed to the Board. We have made some progress and have been well pleased with the amount of progress we have made. We are separate from the College. We are involved with the Office of Development at the College. The Office of Development helps us a lot with secretarial work and some of our other work. We hope to have a better relationship in the future than we have in the past. This all depends on what you can do to meet the requirements. The Foundation's being a separate entity, we can't very well use or take advantage of the employees of the College without working it out through the Board that sets up the budgets. . .

Mr. Stokes: The Budget Board.

Dr. Everett: Yes. I think we have done pretty well. At the present time, we have a drive out to try to get participation and some money raised. We are trying to get everyone involved in the President's Club that are interested. That costs them an annual fee to belong to that. This helps us to fund some of our activities. We also take one evening out with a recep-

tion and dinner/breakfast dance for the people in the community and people on the faculty that we feel that we would like to impress--some of the hopes that we have that the Foundations will be interested in helping the Foundation some. We've built it up some. We've probably got a \$100,000 financial statement, which we think is not as good as we had hoped for, but probably for the efforts put out, not too bad.

Mr. Stokes: Well, I'm sure you have some difficulty convincing people that, as a state institution, you don't need outside benevolent help and that's a very difficult thing to overcome.

Dr. Everett: That's right. That's really a problem that we're trying to overcome some. The Foundation is set up solely for the help of the College. Everything is for the good of the College. That's the reason for it. Some of them say, "Well, what are you trying to do--raising money and why?" Well, to boil it down, we are organized to help the College and we need the financial help as well as public relations and, I don't know if I should say, legislative contacts and we need to be constantly on our toes and the College people are training students--they're not trying to run politics. And, whether we want to face it or not, a lot of political involvement that takes place with any school and even if we are a state school, so to speak, there's still a lot of work that needs to be done. This is some of the things that the Foundation is working for and hope to be successful.

Mr. Stokes: Well, based on what information I have and what you've given me, Dr. Everett, I think you've done quite well in the three

years that you've been in business. Made very good progress. And I certainly want to thank you for sharing your memoirs with us and highlighting some of the red-letter days of TCOM from your association as one of the founders and I know you had a few days of experiencing the valley of despair, but then you also had a few moments of mountain-top glorious experiences. Can you kind of conclude your thoughts about your relations with TCOM? Can you think of anything that is a little more monumental, the most significant thing that you can think of as a part of your life with TCOM that we haven't already discussed?

Dr. Everett: Ray, I don't recall anything especially. I am real proud of TCOM. I am happy that I had something to do with getting it on the road and something to do with the development. I think TCOM is making an impression here in Fort Worth, if nothing else, because of Med Ed I and Med Ed II is looking pretty well. These two structures look pretty good and I get a lot of comments. I think we are going on record or helping the record of the osteopathic profession and we are putting out class A students (or the college is). Making records that we are really proud of. I think that's about the only thing I can think of, Ray, unless you can recall something.

Mr. Stokes: Well, in that same thought, we have tried awfully hard to create two things: identity and image. They are not inseparable and they are not necessarily the same thing. You can have identification and have a poor image. We have been trying

since 1970 to get identity and and image, too, and I think that the work that you helped start and that I have just a finger in continuing now as the Curator here in the Library, I feel gratified that those two words: identity and image. I feel that we do have a better identity. We are out here on the hill--the people here in Fort Worth have begun to know what TCOM means. They don't necessarily think of TCU. And the identity that we have is giving a good image and that, I think, makes the two kind of merge together into one particular thought.

Well, thank you very much, Dr. Everett. We appreciate your coming by and sharing your thoughts with us and look forward to keeping in touch with you and wish the work of the Foundation continued success.

Dr. Everett: Thank you, Ray.