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1 INTERVIEW OF GREG McQUEEN, 1994

2 BLAKE HAILEY: Today's date is

3 March 29th, 1994. I'm Blake Hailey, and we're pleased

4 to have with us Mr. Greg McQueen, the assistant to the

5 vice president for health affairs and executive dean.

6 We're making this video in the Biomed Communications

7 Department of the Gibson D. Lewis library at the

8 University of North Texas Health Science Center at

9 Fort Worth.

10 And now, after going through that

11 spiel, Mr. McQueen, thanks for being with us today,

12 taking time out of your schedule.

13 MR. GREG McQUEEN: My pleasure.

14 BLAKE HAILEY: If I could, ask you to

15 go back to your prior background before you came to

16 the Health Science Center and some of your activities

17 that you were involved in.

18 MR. GREG McQUEEN: Okay. Before

19 coming to Fort Worth, I was in Toronto, Canada at the

20 Health Science Center in Toronto. And I was there as

21 the associate dean of the Health Sciences Center. And

22 the area that I managed was the allied healthcare

23 area.

24 BLAKE HAILEY: Uh-huh.

25 MR. GREG McQUEEN: I was there for

1 some 16 years. We -- I had an opportunity with the
2 dean of the school, the two of us came together at
3 that point in time and we had an opportunity to build
4 the school from -- oh, approximately 62 students when
5 we started, and about 640 graduates per year when we
6 left.

7 BLAKE HAILEY: Quite an
8 accomplishment.

9 MR. GREG McQUEEN: Well, it was a --
10 it was a fun time. It was dynamic. The institution
11 was growing rapidly. And there was a lot of -- a lot
12 of opportunities -- a good number of opportunities for
13 development initiatives and new ventures, which
14 consumed great deal -- a great deal of energy.
15 peoples energies, times, creativity, a very exciting
16 time for me.

17 BLAKE HAILEY: What were some other
18 things that you are involved in now -- you -- at that
19 point, you had some international relations at that
20 point, that you started.

21 MR. GREG McQUEEN: Yes. We did a
22 fair amount of work. There was a consortium of some
23 80 colleges. And as a member of that consortium, we
24 became more involved in international education. And
25 moved into the field of writing grants for foreign

1 governments to do international work, and in
2 particular, the development work in health sectors.
3 We had a large project that we actually finished up
4 when we came here to Fort Worth with the Indonesian
5 government, and it was a multi-million-dollar project
6 that was devoted to redesigning and revamping their
7 allied health programs, their organization
8 administration, and curriculum. So that was an
9 exciting thing for us to be doing, and it was
10 something that I was able to bring here with me.

11 The last -- two years ago, we
12 completed some fellowship programs here in the
13 Dallas/Fort Worth area, in which we brought in a group
14 of Indonesian students. We had students at that point
15 in time, in -- northern United States, in Britain, in
16 Canada, and here in Fort Worth. So it was quite a
17 challenge and very interesting.

18 BLAKE HAILEY: What brought you to
19 the Health Science Center all the way from Canada?

20 MR. GREG McQUEEN: Well, I -- at that
21 time, I was -- actually, I was down here on vacation.
22 And visiting some friends, and somebody had mentioned
23 to me about the -- the medical school, and I came over
24 and visited, and they were looking for someone to fill
25 the present position. They hadn't -- didn't have --

1 they had not had someone in this position prior to my
2 arrival. And I found it intriguing. The institution
3 looked to me as if it was an institution that was
4 about to grow and expand. That was similar to the
5 exciting times that I'd spent in Toronto. And I think
6 what had happened in Toronto is the institution grew,
7 it became evident that I had been successful in hiring
8 a great number of -- a large number of department
9 chairmen who were very capable. And so -- one of the
10 consequences of making good decisions about good hires
11 is that you have good people, and they need you less
12 and less. And I found that I had more time to do
13 international work. And -- and in some ways, missed
14 the development work. And the institution here
15 provided me -- has provided me since my coming, with
16 that opportunity to work back in the development field
17 and help nurture an institution that has exciting
18 potential and is -- is growing.

19 BLAKE HAILEY: What were some of the
20 things you've been involved in, in that regard since
21 you've been here, to get the institution on the path
22 that it's on?

23 MR. GREG McQUEEN: Well, one of the
24 first things that I was asked to participate in, I
25 think I was here about a month, and it became evident

1 in that year that we might have some concerns
2 regarding the number of students that we're able to
3 bring into the institution that year. That was a -- a
4 time when enrollments in medical schools were dropping
5 off, and saw a chance to facilitate a group of people
6 that put together a -- a plan, and then implemented a
7 plan for tracking students -- potential students, and
8 then nurturing their relationship and eventually
9 helping them find their way here to the institution.

10 It was -- was a lot of fun to come
11 and do that right away and work with a group very
12 committed to doing that, and it was even more fun
13 because we were able to bring together a hundred
14 students that wanted to be here that year.

15 BLAKE HAILEY: What year was this?

16 MR. GREG McQUEEN: That would be five
17 years ago.

18 BLAKE HAILEY: Oh. About '89,
19 probably.

20 MR. GREG McQUEEN: Yeah.

21 BLAKE HAILEY: Okay.

22 MR. GREG McQUEEN: I think it was
23 '88, '89 in that transition. Because that was one of
24 the first things I was involved with. Right now,
25 we're working at putting together since the school has

1 gone through its transition to become a Health Science
2 Center, the institution, once it became a Health
3 Science Center, it was well-known in the public
4 sector. There were a lot of inquiries regarding what
5 we might be doing in allied health or health
6 profession's education. And one of my recent tasks
7 has been to explore that and try to piece together an
8 initial outline of some of the areas that this
9 institution should at least consider exploring.
10 That's led me to interact with most of the medical
11 schools or health sciences centers, where our allied
12 health programs are located, and our next stage is
13 starting to talk with community colleges and
14 coordinating boards and other institutions that are
15 involved in producing health professionals to try to
16 piece together a game plan and a plan of action that
17 would lead this institution into the development area
18 of allied health programs. Of course, with the
19 Clinton Health Plan, whether that's successful, or
20 whatever health plan is successful, clearly a new
21 healthcare system is going to demand more mid-level
22 healthcare practitioners in a variety of health
23 professionals that are either in great demand now, or
24 haven't actually come into play into this system yet.

25 BLAKE HAILEY: So we're on the -- the

1 edge, then, of positioning ourselves for some
2 changes, then, in good shape. I mean, as far as
3 these changes were built to whether them okay.

4 MR. GREG McQUEEN: That's certainly
5 our hope. Our hope is that we're already in a
6 good position, and that the institution has become one
7 of the top producers of primary care physicians in the
8 country, and that -- it's our sense that there's going
9 to be a -- an increased demand for health
10 professionals -- allied health professionals that
11 interact in a primary-care environment in an -- ambulatory care
12 environment that's decentralized. So we think that
13 our initiatives will help us make that transition and
14 build on the strong strengths that we have in primary
15 care already.

16 BLAKE HAILEY: So allied health is
17 the next program you're looking at adding, then it,
18 sounds like?

19 MR. GREG McQUEEN: Well, allied
20 health, in a sense is a whole cluster of programs --

21 BLAKE HAILEY: Oh, okay.

22 MR. GREG McQUEEN: So within allied
23 health, there might be a physician assistant program,
24 there might be a physical therapy --

25 BLAKE HAILEY: Uh-huh.

1 MR. GREG McQUEEN: -- program, or
2 others yet to be identified. And our goal would be to
3 identify what cluster of programs we ought to be
4 developing that meet or closely link with the
5 resources of the institution, and match the needs of
6 the community. And in this case, the community is
7 Tarrant County, the metroplex, and north central
8 Texas.

9 BLAKE HAILEY: Has there been a lot
10 of community support, do you think? For the Health
11 Science Center? Is there ways that can be helped a
12 long a little bit?

13 MR. GREG McQUEEN: Well, I think
14 there's been a number of visible support for the Health
15 Science Center. Certainly, the legislators who
16 designated as such recognized its need to grow and the
17 expanded contribution it could make. I think as we
18 become a health sciences center, the communities such
19 as Diamond Hill, Stop Six, the public health
20 department, the hospital district, is coming to see
21 that the health sciences center has more to offer the
22 community as its role expands its ability to better
23 serve the community will -- will grow with that.

24 BLAKE HAILEY: Back in '89, when you
25 came here, was there growing support for the Health

1 Science Center? Were you interested in moving that
2 along, or was that even being discussed back then?

3 MR. GREG McQUEEN: Well, when I first
4 arrived it, it was in the -- the long range plans for
5 the institution. And it was clearly mentioned several
6 times in the -- the mission statements and the
7 planning documents that, as I was trying to decide
8 whether or not I wanted to come here, I took special
9 note of that. And -- so, yes, there was planning for
10 it. It was an idea that was growing at that time, and
11 it was certainly an idea that attracted me here.

12 BLAKE HAILEY: You said that you had
13 talked with other health science centers and looked at
14 them as far as their allied health programs were
15 going. How do you see this Health Science Center
16 being different from the others that you've talked
17 with in the state, or perhaps nationally?

18 MR. GREG McQUEEN: Well, there
19 probably will be more similarities than there are
20 differences. Certainly a unique factor, if I could
21 call it that, will be that there will be an immense
22 emphasis on primary care, so that -- for example,
23 physician assistant programs -- a physician assistant
24 program is something that the institution has the
25 resources, capabilities to mount. And it's also

1 something that the community -- urban communities and
2 rural communities that we interact with could benefit
3 from. And it closely links with the primary-care
4 focus. So, primary care is not unique in allied
5 health schools, but the fact that you would find a
6 medical school and a health sciences center that would
7 already understand the importance and role of primary
8 care, may be not unique, but different than many --
9 many other environments where allied health programs
10 aren't necessarily well-understood by their medical
11 school partners or the University at large.

12 BLAKE HAILEY: You don't see this
13 changing the mission, then, much of the school as far
14 as the primary care -- it becoming a Health Science
15 Center or adding these schools.

16 MR. GREG McQUEEN: No. I personally
17 believe that the -- the healthcare system is moving in
18 the direction of primary care. The medical school
19 moved in that direction from its inception. And the
20 addition of allied health schools, or public health
21 initiatives are so clearly focused in allied health
22 that they will simply be an extension of the medical
23 school mission and an expansion and an extension of
24 the health sciences mission and vision.

25 BLAKE HAILEY: What are some of the

1 other -- or the next steps that you planned to -- in
2 regards to the allied health schools and so forth?

3 MR. GREG McQUEEN: Well, we're in the
4 process of putting together a planning council.

5 BLAKE HAILEY: Uh-huh.

6 MR. GREG McQUEEN: Which would then
7 be augmented by a number of advisory groups. The
8 advisory groups would be program-related. The overall
9 council would be a group of individuals that are
10 interested in facilitating the expansion of the health
11 sciences center, and a group of individuals that
12 represent various sectors of the healthcare delivery
13 system, or educational institutions within the area so
14 that we are looking to have representation from the
15 Dallas/Fort Worth hospital council, local hospitals,
16 public health, community college agencies that are
17 committed to allied health or health professional
18 education, and other associations or groups that are
19 interested in -- in facilitating the expansion of
20 allied health programs that would meet the needs of --
21 of the communities that we're attempting to serve.

22 BLAKE HAILEY: Do you plan to do some
23 more work with the international aspect as your -- I
24 mean, do you have time to do some more of that while
25 you're --

1 MR. GREG McQUEEN: Well, that's a --
2 that's a -- that's a problem for us, in terms of as
3 the institution is rapidly growing. International
4 opportunities are there, but we're not always able to
5 access them because we're so caught up in -- in
6 expansion and growth period. But there are some
7 opportunities. We've just finished signing an
8 affiliation agreement with Masaryk University in Brno,
9 which is in the Czech Republic, and we're looking to
10 expand some of our activities through the pharmacology
11 department with that medical school. The affiliation
12 agreement that we then sign with the medical school
13 will help us do that. And that opens up another area
14 of opportunity. We're looking to visit with them
15 shortly. They've had people here already.

16 It's a unique experience because --
17 not unique, but certainly different, I think, in many
18 ways, we were contacted by the medical school in the
19 Czech Republic, and they wanted to pursue a
20 relationship because they were so familiar with the
21 institution's research in pharmacology. The
22 pharmacology department has an international
23 reputation, and the Czech Republic was well aware of
24 that, the medical school in the Czech Republic, so
25 they contacted us. And I think that was a pretty good

1 indication of some of the potential that -- that
2 resides in the institution. And it was certainly a
3 nice compliment to the pharmacology department.

4 BLAKE HAILEY: Are there some other
5 Universities in the country that you would like to
6 pursue at some -- maybe later date? Some programs
7 with?

8 MR. GREG McQUEEN: Collaborative
9 programs is certainly something that we see as a wave of
10 the future in terms of the new healthcare system
11 coming into place, institutions, especially
12 institutions of higher education in medical schools,
13 health sciences centers trying to maximize the -- the
14 use of their resources, whether they be staff or
15 finances.

16 One way to do that is through
17 collaborate ventures. We've just recently submitted a
18 federal grant, which is an area of health education
19 center training grant, which, if funded, would support
20 a huge initiative in rural health. That initiative is
21 a collaborative agreement between the health sciences
22 center here, --

23 BLAKE HAILEY: Uh-huh.

24 MR. GREG McQUEEN: -- Southwest
25 medical center, Texas -- Texas A&M medical school.

1 Plus nine other health sciences or health-related
2 programs, such as the UTA nursing school in Arlington.
3 So I think that's an indication of the way business is
4 probably going to be most successfully conducted in
5 the future, where you have three medical schools
6 working together, which is not the common way of doing
7 business. It's unusual to see medical schools
8 collaborate in that manner.

9 BLAKE HAILEY: These are their -- I
10 guess how to get their own things done and not
11 necessarily work together, but -- sounds like that's a
12 good thing, though, as far as the medical schools go.

13 MR. GREG McQUEEN: I think so.
14 Historically, medical schools, many institutions have
15 paid a great deal of attention to their own local
16 areas and their own local interests. I think as funds
17 become more difficult to obtain, it's clear that
18 institutions, certainly medical schools are going to
19 need to look at one another and see how they could
20 help each other expand. Probably the -- one of the
21 best examples that's on the horizon for us is Texas
22 Tech, the health sciences center there has a
23 responsibility through their original AHEC grant,
24 which is some years old now --

25 BLAKE HAILEY: AHEC is --

1 MR. GREG McQUEEN: It's an Area
2 Health Education Center, and that's a federally funded
3 grant. Texas Tech had one of those in which is
4 expanded almost to Fort Worth from Texas Tech in west
5 -- in West Texas. They were unable to penetrate the
6 geographical center between Fort Worth and their
7 location.

8 BLAKE HAILEY: Uh-huh.

9 MR. GREG McQUEEN: So that we're
10 looking at a possible cooperative venture with Texas
11 Tech and ourselves in which we would try to penetrate
12 into those rural areas that are between us, that
13 neither one of us could reach alone, but together we
14 might be able to establish something in those rural
15 areas that would be effective.

16 BLAKE HAILEY: So a sign of the time is
17 moving more towards collaborations.

18 MR. GREG McQUEEN: That's certainly
19 our sense, where healthcare is going to have to move.
20 And those that wish to succeed in the new evolving
21 healthcare system are going to have to find new and
22 innovative ways to collaborate.

23 BLAKE HAILEY: How do you see your
24 role changing in the next few years, or perhaps even
25 sooner than that?

1 MR. GREG McQUEEN: My personal role,
2 or the role of the institution?

3 BLAKE HAILEY: Well, your personal --
4 how about your personal role first?

5 MR. GREG McQUEEN: Well, I think as
6 the allied health programs go on, that I see my role
7 changing slightly there. We're going to need some
8 resource -- some resources there in terms of people to
9 move that initiative ahead. And for a while,
10 facilitating that start up and growth will be
11 something that I will be asked to usher along.

12 Once that's in place, it's my hope
13 that, that will take on a life of its own and -- and
14 grow. I'm certainly seeing right now as the medical
15 school puts together a -- a new mission or refined
16 mission and a refined vision as to how it wants to
17 proceed into the next years in terms of how it can
18 better contribute to the changing healthcare system
19 that I believe that my work and development over the
20 years might be a benefit to those programs that will
21 be identified, need to be nurtured and spin off and
22 grow on their own. I anticipate that I'll have some
23 involvement in those and look forward to that. As I
24 mentioned earlier, one of the things I enjoy most is
25 doing that type of development work. And it's always

1 nice -- nice to do it within your own institution.

2 BLAKE HAILEY: So you see yourself

3 going back doing a little bit more of that, than

4 you've been able to do here recently?

5 MR. GREG McQUEEN: I think so. I

6 think that we progressed along the stages, along the

7 path that we're on now, the stages of development will

8 come into place.

9 BLAKE HAILEY: You mentioned that's the

10 collaboration between University health science

11 centers and so on as coming into play a little bit

12 more and in the coming future. Do you see the role changing

13 in the school in other ways?

14 MR. GREG McQUEEN: Well, I think that

15 you'll see the -- the school -- depending on which

16 sectors are expanded, but I think as the health

17 sciences center becomes more diverse, I think what you

18 will see is the -- the community. And by "Community"

19 I mean Tarrant County, North Central Texas, and

20 probably the state will start to see the health

21 sciences center in new and different ways. For

22 example, I think it's clear that in terms of research,

23 in terms of community development, in terms of a

24 facility or a resource that can contribute to the

25 growth of the healthcare system in Tarrant County,

1 this institution will be seen more and more as a place
2 where people can come and find resources, find
3 consultation, find help, find some of that support
4 mechanism that will help them determine what
5 healthcare needs to be doing in the future, in, for
6 example, Tarrant County. So I see the institution
7 becoming more of a resource to those communities and
8 to the professions that they're trying to service?

9 BLAKE HAILEY: Do you see some
10 possible collaborations with the -- a bit more with
11 the UNT up in Denton as a possibility?

12 MR. GREG McQUEEN: I think that
13 clearly as the -- the health sciences center expands,
14 that there's more opportunities to do that. I think
15 one of the things that one finds as one strives to
16 identify and nurture health professions or allied
17 health programs, the researchers in that field, the
18 literature in that field will tell you that the health
19 sciences -- or I'm sorry, the allied health programs
20 or health professional initiatives need to be located
21 in an area where there is a corps of programs so that
22 you can't take a physician assistant programs and have
23 it operate where it's not surrounded by other health
24 professionals. So I think what you will see is health
25 profession programs will start to be clustered at the

1 health sciences center, and will therefore be
2 positioned to interact more closely with not only
3 health sciences center, but the health facility's
4 ambulatory care clinics, hospitals that surround the health
5 sciences center. All that to say that, that may open
6 the door and usher in an era where health-related
7 programming that's done at the -- the north campus
8 might be better served -- housed here in Fort Worth.
9 Those expansion -- expansion of new programs, will
10 also create new opportunities for the University in
11 terms of programs that the University would run, such
12 as the pre-hospital, or pre-health professional
13 programs they run now. There should be a much larger
14 demand for those programs at the University. Should
15 be a larger flow of students into those University
16 programs in Denton, with the anticipation that those
17 graduates would then move into the health professional
18 areas and graduate work here in Fort Worth.

19 BLAKE HAILEY: Oh. So there's quite
20 a bit of -- of room for growth, then, and expansion in
21 that regard.

22 MR. GREG McQUEEN: Very much so.

23 BLAKE HAILEY: We've covered a lot of
24 ground here, Mr. McQueen. Are there some things that
25 you'd like to bring up that we haven't mentioned.

1 MR. GREG McQUEEN: Well, we've
2 covered, as you said, a lot of ground, all the way
3 from international and allied health and the medical
4 school. No. I don't think so. We've covered
5 everything.

6 BLAKE HAILEY: You're one of the
7 first people who have been able to go into the
8 international aspect with us. We've covered quite a
9 bit of things, then. I do appreciate you taking time
10 out of your extremely busy schedule to meet with us.
11 I think you had a conference call this morning and
12 all, and I do, again, thank you for taking the time
13 out to -- to meet with us. I know that you have been,
14 and will continue to be a very important part of the
15 school and the Health Science Center. And I know as a
16 community and the school owe you a lot for coming here
17 and serving. Thank you very much.

18 MR. GREG McQUEEN: Appreciate it.
19 Thank you very much.

20 BLAKE HAILEY: And with that we'll
21 bring to a close this interview. Thank you and have a
22 nice day.

23

24

25