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1 INTERVIEW OF ALFRED HURLEY, 1994

2 BLAKE HAILEY: Today is February the
3 16th, 1994, and I have the pleasure of interviewing
4 Dr. Al Hurley, the president of the University of
5 North Texas and chancellor of the University of North
6 Texas and the Health Science Center.

7 I'm Blake Hailey, and we're making
8 this video in the University of North Texas Health
9 Science Center Library in Fort Worth, which is also
10 known as the Gibson D. Lewis library. And Dr. Hurley,
11 I'd like to thank you again for setting aside some
12 time to be with us today and do the interview.

13 MR. ALFRED HURLEY: My pleasure to
14 be here.

15 BLAKE HAILEY: I'd like, if we
16 could -- you've been president and chancellor since
17 around, what, '82 at UNT. It was North Texas State
18 back then. What was your backgrounds before you came
19 to UNT, and how did you decide on that particular
20 university to start another career at?

21 MR. ALFRED HURLEY: Well, let me
22 just say by way of background that before I became
23 president, chancellor -- as you've described here
24 introducing me -- I was for 17 months a vice president
25 for administrative affairs at North Texas. And prior

1 to that, I came to North Texas for my career in the
2 Air Force. I've been in the Air Force for 30 years.
3 And when I was about to retire from the Air Force, I
4 was in touch with a man who is my predecessor,
5 Dr. Frank Vandiver, and he invited me to apply for the
6 vice presidency for administrative affairs of North
7 Texas. So I retired from the Air Force in August,
8 1980, and on the 1st of September started at North
9 Texas.

10 BLAKE HAILEY: Oh, okay. What were
11 some of your goals when you first came to UNT in
12 regards to what was then TCOM?

13 Dr. ALFRED HURLEY: Well, I got
14 involved with TCOM almost immediately because at that
15 time the vice president for administrative affairs of
16 North Texas was responsible for the development of the
17 physical plant down here at TCOM. And I had been on
18 the job only about two days when I was directed to
19 come down here to help push the completion, the
20 planning, the contracting for Med Ed 2. And so I was
21 on this campus very early on and was very intensively
22 involved here during the fall of 1980, and I guess it
23 was in January of '81, that we finally were able to
24 get the bids worked out, the contracting worked out so
25 as to begin the process that lead to the creation of

1 Med Ed 2.

2 BLAKE HAILEY: You were definitely
3 entering in the early stages then in watching and
4 development. Was there a need that you felt for
5 community support, for TCOM back then and today?

6 Dr. ALFRED HURLEY: Really when you
7 get right down to it as a public institution, every
8 public institution does need community support. I
9 think that one of the marvelous things that's happened
10 here in Fort Worth across the years that I've been
11 associated with this institution has been the growth
12 in that support. Although in which the Fort Worth
13 community's leadership has come together to say that
14 this is Fort Worth's medical school.

15 BLAKE HAILEY: Did you have any type
16 of plan of action in regards to that?

17 Dr. ALFRED HURLEY: Well, after '82,
18 February of '82, when I took on my present job, I was
19 involved in FS to try to involve the -- to seek out
20 support here in Fort Worth for the medical school and
21 across that period of time, especially a little later
22 in the decade when Dr. Richards became the president
23 here, I was directly associated with efforts to try to
24 increase the awareness of Fort Worth about what's
25 going on here.

1 BLAKE HAILEY: Were there some
2 specific events that you can recall the memory?

3 Dr. ALFRED HURLEY: Oh, sure. There
4 was a memorable meeting with some of the leadership
5 here in Fort Worth. I happen to know Mr. Bill
6 Marquette, who is the Texas utilities leader in this
7 community in those days. And he and I met to discuss how
8 we might mobilize support for the school. As a result
9 of that meeting we set up a larger meeting that
10 involved many key people here in Fort Worth where we
11 begin to tell the story of the medical school.

12 Dr. Richards deserves, of course, the bulk of
13 the credit for the day-in and day-out effort that he
14 has made to increase that awareness. Across the
15 years, he has set up a process whereby all the people
16 in Fort Worth, various constituencies in Fort Worth
17 now has been here to the school, more than once and
18 they are now far better acquainted with this
19 institution and what it's all about than they were say
20 back in 1980 when I arrived. He came, I guess in '81,
21 that spring of '81, I believe he arrived here. So he
22 was here a few months after. He came here a few
23 months after I did.

24 BLAKE HAILEY: So y'all had a long
25 relationship together, then, kind of watching this

1 thing grow.

2 Dr. ALFRED HURLEY: Yes he came here
3 initially as the dean. On those days, he was not the
4 dean. The president was also the dean, but he was --
5 Dr. Richards was the vice president for academic
6 affairs.

7 BLAKE HAILEY: So it's probably
8 helped then in the initiatives to bring us to a health
9 science center --

10 Dr. ALFRED HURLEY: Of course. The
11 fact that we've had an excellent relationship over the
12 years and still do and I think that's been essential
13 to getting the job done here at both institutions

14 BLAKE HAILEY: Were there some hard
15 decisions and choices that you had to make in order
16 for us to become a health science center or is it all
17 pretty you know, one, two, three?

18 Dr. ALFRED HURLEY: Well, I think
19 all these things just take time. I think timing, of
20 course, is of the essence. I think several critical
21 steps occurred in the late 80s as we moved towards the
22 eventual decision by the legislature to let us move to
23 a health science center. I include in that process a
24 growing awareness that the medical school could not do
25 it by itself. That we had to have here a additional

1 element. Hence the support that was given in Denton
2 to the creation of a school of biomedical science
3 here. As you know, I'm sure the previous interviewees
4 have told you about the way in which basic science was
5 developed here largely through the efforts of faculty
6 here at North Texas.

7 Across the years a independent
8 separate faculty evolved here and that faculty in
9 time, they moved to a position where you could justify
10 a school of biomedical science. I think that's is a
11 very important step here in adding credibility to the
12 case for a health science center by having a second
13 element here in Fort Worth.

14 BLAKE HAILEY: So it is necessary,
15 then, for the growth of UNT and TCOM to become a
16 health science center?

17 Dr. ALFRED HURLEY: Well, of course,
18 the other dimension here is -- I think it's very
19 important for the university to have an association -- with a strong
20 medical activities possible. There's an old saying,
21 "No university can be a great university unless it has
22 a relationship with a medical program," and I think
23 the reverse can be said as well. And so I think this
24 has a natural setting here for joint activities
25 between the two institutions. And I think that's been

1 a haste, of course, right now by the establishment of
2 the Health Science Center.

3 BLAKE HAILEY: Do you see this
4 health science center different from the other health
5 science centers in Texas? Do you see they have some
6 things to offer that others do not?

7 Dr. ALFRED HURLEY: I think their
8 distinct developments here that do set it apart, this
9 health science center apart from the others. The
10 emphasis here is not so far been on bricks and water,
11 building of very large complexes. The emphasis here
12 has been on trying to be on the leading edge of medicine by emphasizing a
13 primary care, adulatory care, ideas that are very
14 compatible with the osteopathic tradition. So this
15 has been a distinctive institution in that regard.

16 I would hope that in the ongoing
17 discussions that we have about creating a program in
18 public health that there will be distinctive in the
19 viewpoint of the collaborative nature of the programs.
20 Indeed, involving both the campus in Denton as well as
21 the campus here.

22 BLAKE HAILEY: So you do see a lot
23 of connection, then, between the two campuses can
24 definitely work together in various other departments,
25 then?

1 Dr. ALFRED HURLEY: Well, I said
2 this was almost potential to do that. We already have
3 some science of that activity. For example, if you
4 look at the work of our school of community service in
5 Denton and the increasing involvement down here of
6 certain faculty members from Denton. Most notably those in areas
7 such as sociology, and also those who were associated
8 with our center for studies in aging. In fact, the
9 joint program now in aging for the two institutions
10 was a direct result of having the capability in
11 Denton.

12 BLAKE HAILEY: Do you see some other
13 areas that could be linked together? Other
14 departments or programs you have at UNT?

15 Dr. ALFRED HURLEY: Certainly, if
16 we're able to work out all the planning for the public
17 health initiative, I would see strong potential for
18 involvement by certain elements in our arts and
19 sciences program at North Texas, environmental science
20 which is a program that's growing rapidly at North
21 Texas. We have a new masters of doctoral program
22 there and a very strong faculty.

23 And there are several people there
24 who are quite interested in working in the public
25 health arena with faculty here at this campus.

1 Similarly, the work that's already in the way in
2 sociology, various aspects of the school of community
3 service can be strengthened through this public health
4 effort.

5 BLAKE HAILEY: So there's definitely
6 a great potential then for a lot of things?

7 Dr. ALFRED HURLEY: Yes. I would
8 hasten to add, I think there's some concrete evidence
9 of accomplishment, if you look at some of the work
10 that's going on, as I say, in aging. If you look at
11 both case and point grant that Dr. Knebl won the
12 other day which is a very significant number of
13 dollars. That really, I think is a sign of enormous
14 progress, but behind it all the as Dr. Knebl would
15 be quick to acknowledge, there was significant
16 collaboration with faculty in Denton.

17 BLAKE HAILEY: That's excellent.
18 Why was this the right time to start a health science
19 center initiative? I believe that was what, about
20 1990 or '91, there about?

21 Dr. ALFRED HURLEY: I've forgot the
22 precise year when it all crystalized. I just say that
23 in terms of the legislative session for 1993 when the
24 matter was considered formally by the legislature, but
25 the idea was out there certainly in the early 90s.

1 Probably 1990, '91 forward. It was the right time, I
2 think because of an awareness that the medical school
3 had reached a certain level of development. I think
4 that was important.

5 Also we were able to work out the
6 matter of the transfer of the school of biomedical
7 sciences here. What we transferred was the core of
8 the program in Denton to this campus and then the
9 label "School of Biomedical Sciences" was established to
10 involve that core.

11 BLAKE HAILEY: Were there a lot of
12 decisions and a lot of concerns that you had to
13 address before the Health Science Center became
14 reality?

15 Dr. ALFRED HURLEY: Well, certainly.
16 We always have to work with the people in Austin.
17 Most notably the people on the coordinating board. A
18 lot of work had to take place there to make sure that
19 the people of the coordinating board were comfortable
20 with this development. Now, it of course, required
21 legislative action to give us the name, health science
22 center. But it was very important to relay the
23 foundation with the coordinating board and its staff
24 as part of the process. And so that always takes
25 time, always involves a lot of give and take before

1 you get a result.

2 Indeed, any significant work for the
3 coordinating board, in my experience, almost
4 inevitably involves a negotiation.

5 BLAKE HAILEY: Uh-huh. Are we still
6 waiting on some of that to take place like with the
7 SACS, I believe it's called, and that type of thing or
8 are we--

9 Dr. ALFRED HURLEY: I'm sorry. I
10 don't know--

11 BLAKE HAILEY: -- the accreditation
12 and all that.

13 Dr. ALFRED HURLEY: That's a
14 different element. That's SACS. You're thinking of
15 the Southern Association of Schools and Colleges.
16 That's a different initiative and relates to an
17 effort -- by this health science to match an
18 achievements of the other activities and the state
19 which are also accredited.

20 BLAKE HAILEY: Has the relationship
21 with the faculty at both institutions always been
22 pretty -- it seems to be in a very good shape today.
23 Has it always been a working relationship?

24 Dr. ALFRED HURLEY: I'm thinking of
25 some growing up pains. There were issues relative to

1 assignments down here, who would come here, how work
2 would be done. Over the years it certainly have -- as
3 you might imagine, a lot of give and take. But I
4 think what counts would be the end result and the end
5 result is what is here today.

6 BLAKE HAILEY: Do you see the
7 missions of UNT and the Health Science Center in
8 regards to -- we'll start with research. Do you see
9 that changing with this creation of a health science
10 center?

11 Dr. ALFRED HURLEY: Well, I would
12 hope that the search element would be strengthened by
13 the creation of the Health Science Center. If you
14 consider the many many dimensions we already have in
15 Denton. For example, we have more than 35 doctoral
16 majors in Denton. We have, of course, if you're going
17 to have 35 plus doctoral majors you must have a very
18 strong research program in order to support the
19 doctoral work and vice versa.

20 So we had a very good foundation to
21 begin with. I think opportunities that are now open
22 to us through The Health Science Center establishment
23 include, as I have mentioned, public health. Some
24 other activities that I expect we'll be thinking about
25 in the years ahead, various forms of allied health,

1 for example.

2 BLAKE HAILEY: Do you see the role,
3 the educational aspect of this institutions changing
4 in any way?

5 Dr. ALFRED HURLEY: Well, I would
6 hope we'd be able to strengthen the educational role.
7 For example, the basic development of physicians.
8 After all that's the cornerstone of what this
9 institution is all about. The development, proper preparation and
10 training of osteopathic positions and I would hope
11 that their education would be enriched by the
12 association with the other elements in the health
13 science center.

14 I think there's a chance for the
15 individual student doctor to become exposed to a whole
16 range of issues that he or she might not have
17 encountered had this only been a medical school. A facet here too, is that
18 right in the beginning we did encourage students who
19 were enrolled in the medical school to consider
20 perhaps pursuing graduate study in the biomedical
21 sciences at the same time they were pursuing their
22 D.O. degree. And I think we've had maybe two or three
23 who actually completed the Ph.D. as well as the D.O.
24 degree. I would expect that with the creation of the
25 biomedical sciences activity here on the campus now

1 that opportunity will really be greater.

2 I personally think that's very

3 important for the development of the osteopathic

4 profession, because if you stop to think about it

5 these schools require very, very special people to

6 operate, the staff and part of the credentialing

7 process that's involved really has to focus on the

8 need for D.O.s who also have Ph.D.s. The profession

9 is growing at such a rate. The number of new medical

10 schools is increasing and as that happens the

11 requirements for the profession to be able to

12 perpetuate itself, those requirements are much heavier

13 than they were in 1980.

14 BLAKE HAILEY: Definitely a lot of

15 changes that then have taken or are taking place.

16 Dr. ALFRED HURLEY: Certainly.

17 BLAKE HAILEY: What do you see as a

18 next step or the next series of steps for the Health

19 Science Center that you need to make?

20 Dr. ALFRED HURLEY: Well, I've

21 mentioned the creation of a public health program.

22 Perhaps someday a school of public health. That's the

23 priority right now. But I also see some allied health

24 activities being developed here. I think they are

25 opportunities perhaps we don't even imagine right now,

1 can't even imagine at the moment, but as this whole
2 issue of health care reform takes gains, strength in
3 the country, I believe our health science center is especially
4 well-positioned to respond to whatever opportunities
5 occur.

6 BLAKE HAILEY: Do you see some
7 challenge or any kind of stumbling block for UNT and
8 the Health Science Center?

9 Dr. ALFRED HURLEY: Fundamental one is funding. A
10 reality is that since 1985, the state's ability to
11 fund this properly, that ability has declined. And an
12 issue for us in each legislative session is to work
13 through with the legislature and understanding of the
14 kind of support we need in order to do a good quality
15 job. That side of our situation has gotten more and
16 more difficult.

17 BLAKE HAILEY: Your big challenge,
18 then, is the funding?

19 Dr. ALFRED HURLEY: Funding is so
20 critical.

21 BLAKE HAILEY: The more we have to
22 count from the private sector.

23 Dr. ALFRED HURLEY: Well, hopefully
24 their efforts are on the way here now to do that, more
25 fundraising. There's a vice president for development

1 here and Mr. Davenport. I would expect that you'll
2 see more and more efforts here just as you would see
3 up in Denton. In Denton we've just really got into
4 fundraising in a significant way ourselves. And it's
5 just a part of what we do.

6 However, we always have to
7 understand that these are state institutions.
8 Institutions that fundamentally do depend on the
9 support of the legislature. You can do certain things
10 to enrich your work. You can add, if you will, a
11 dimension to the whole enterprise through private
12 fundraising, but when you get right down to it we do
13 depend upon the state.

14 BLAKE HAILEY: So there is still
15 outside sources and so forth you can work?

16 Dr. ALFRED HURLEY: Yeah. You can
17 help yourself. Certainly there is help out there and
18 I would expect that as Fort Worth becomes even more
19 aware of the good things going on here that there will
20 be greater support from the Fort Worth community.

21 BLAKE HAILEY: Do you see the Health
22 Science Center playing a role, it plays obviously a
23 large role in Tarrant County, but what about Denton
24 County? Can it have a lot of impact up there?

25 Dr. ALFRED HURLEY: Well, I think

1 there's potential there. Of course there are, my
2 experience, quite a few D.O.s who are up in Denton.
3 Denton has a, in the county, has many rural areas
4 where you have D.O.s who are serving and doing very
5 well. In our own city of Denton we have more than a
6 few D.O.s. We have D.O.s at our health center at the
7 university serving the students. So, yes, the
8 presence of the physicians who have been trained here
9 is increasing in Denton County.

10 I do see a benefit from the
11 viewpoint again of this collaboration between the two
12 institutions in terms of the programs that we hope to
13 see emerge. The public health program itself, if
14 we're able to do what we'd like to do. We would
15 certainly be able to strengthen the support for the
16 public health activities of the county and other
17 counties in the area.

18 The influence of this institution
19 through the public health initiative could extend even
20 into a far greater dimension than it has already
21 through the graduation of D.O.s.

22 BLAKE HAILEY: Do you see your role
23 as chancellor changing in the near future now with
24 this creation of the Health Science Center?

25 Dr. ALFRED HURLEY: Yes. It isn't

1 so much my personal role, but rather the role of the
2 chancellor. I do anticipate that by the end of the
3 decade that maybe a different organization or
4 arrangement will be appropriate. A system might well
5 be created. By "system" I mean some independent
6 office, if you will, where you would have a chancellor
7 or a staff whose job would be to supervise the work of
8 this institution and the institution in Denton and
9 perhaps others.

10 That kind of organization may occur.
11 I don't believe it's going to occur during my time,
12 but I would see it happening certainly as we get into
13 the next century. I say that because of the
14 increasing complexity of the work here in addition to
15 the already great complexity of the work in Denton.

16 BLAKE HAILEY: So kind of splitting
17 up the job a little bit then?

18 Dr. ALFRED HURLEY: Yeah. I think
19 that might happen. When we started here back -- I was
20 present when the decision was made to have a
21 chancellor and at that time what was driving it and
22 this goes back to I guess 1981, the decision at that
23 time to create a chancellorship directly reflected a
24 desire to have an operating head down here who
25 would -- would be a president.

1 BLAKE HAILEY: Uh-huh.

2 Dr. ALFRED HURLEY: That was very
3 appropriate at that time. Across the 80s, since this
4 was a relatively small operation, you could have a
5 person in Denton who would be both chancellor and
6 president. But, as I say, as this place expands now,
7 new activities emerge here, it's getting more
8 complicated and probably would require a different
9 kind of supervision.

10 BLAKE HAILEY: Definitely sounds
11 like sometimes probably more than you can work with.

12 Dr. ALFRED HURLEY: Well, so far so
13 good. You ask me to forecast where we're going and I
14 think that's one real possibility. Again, not right
15 away, but I would say maybe by the end of the decade
16 or somewhere early in the next century.

17 BLAKE HAILEY: Dr. Hurley, we've
18 covered a lot of ground here. Are there any areas
19 that I might have missed that you want to discuss and
20 mention?

21 Dr. ALFRED HURLEY: Well, I think we
22 ought to state for the record what an impressive job
23 the people here on this campus have done over the
24 years. I mean, they've really brought this
25 institution a long way. And Dr. Richards and others

1 here deserve an enormous amount of credit for what has
2 been achieved.

3 When you look at the
4 possibilities -- one of the reasons I said this place
5 is becoming more complex, you just look at our
6 relationship now that we have with something called
7 the Tarrant Medical Education Consortium in which
8 we're involved directly with the John Peter Smith
9 Hospital, with the Harris Hospital system, Southwest
10 Medical Schools in Dallas, with my university and then
11 with this health science center. All that would not
12 have happened had not a lot of groundwork been laid by
13 the people here.

14 So I think we have a great deal to
15 be proud of here, what's been achieved in a very short
16 time. As you look at the life of institutions, after
17 all, this institution really just got started 1970,
18 and that's a very short time.

19 BLAKE HAILEY: It definitely is.
20 And thanks to your help, it's definitely come a long
21 way.

22 Dr. ALFRED HURLEY: Well I am
23 pleased to at least been a party to the work here;
24 but, again, the credit for what's been achieved should
25 go to the people who are here.

1 BLAKE HAILEY: Any other areas you'd
2 like to mention?

3 Dr. ALFRED HURLEY: Well, one other
4 to mention you might -- I think the record ought to
5 reflect, that's a very fine support that we've had
6 from our Board of Regents. We could not have made
7 the progress that we see here unless we had a board
8 that was committed to the development of this
9 institution. And I think it's accurate to say that
10 during the years that I've been associated with the
11 two institutions, the Board of Regents has been
12 totally supportive.

13 The various members of the board at
14 critical points have come forward to lend a hand in
15 helping to promote a better understanding of this
16 institution. And so I think, let's not overlook them when
17 credit is being passed out for what's happened.

18 BLAKE HAILEY: There's definitely a
19 good working relationship between the administration
20 here and the Board of Regents in Denton.

21 Dr. ALFRED HURLEY: That's right.
22 Well, the Board of Regents really is here too in a
23 sense. Yes, they have the secretary, executive secretary
24 of the board is in Denton, but as a practical matter
25 their role extends to both institutions.

1 BLAKE HAILEY: Sounds like

2 everything is working cohesively, then --

3 Dr. ALFRED HURLEY: Well, we're very

4 hopefully that will continue. As I said, we're

5 blessed with good people and I'm encouraged to think

6 that we're going to achieve some very, very fine

7 things.

8 BLAKE HAILEY: It's like we have

9 some good things from what you've indicated this

10 morning, coming in the future. And I do appreciate

11 you taking time out of your hectic and busy schedule

12 to --

13 Dr. ALFRED HURLEY: Well.

14 BLAKE HAILEY: -- to meet with us

15 this morning.

16 Dr. ALFRED HURLEY: As a historian,

17 I could not say no to you. As you may know, that's my

18 own field so I'm very interested in oral history and

19 I'm delighted that I had a chance to participate.

20 BLAKE HAILEY: Well, when I saw your

21 synopsis -- which I was very glad to get -- it was

22 just perfect, and I saw that the history part of it.

23 I knew that we had the right man with what we were

24 doing. And, again, I appreciate your time and your

25 help.

1 Dr. ALFRED HURLEY: Yes. Well, I
2 appreciate the chance to talk to you, and I look
3 forward to seeing the product of the interview. See
4 how it all comes out on the tape.

5 BLAKE HAILEY: Well, I hope it's
6 satisfactory. Thank you again, Dr. Hurley.

7 Dr. ALFRED HURLEY: Thank you.

8 BLAKE HAILEY: And with that, we'll
9 close this particular interview. Thank you.

10 Dr. ALFRED HURLEY: Thank you.

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