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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.Os. 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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