

00:00:00:00 - 00:00:05:22

Speaker 1

That that country now, which is just blasted the whole thing we were about. Yeah.

00:00:05:25 - 00:00:21:25

Speaker 2

On, on, on last week. Now we're starting on November 9th, 2016. We ended up when there were about six months to submit the expanded, expanded best and final offer.

00:00:21:27 - 00:00:24:17

Speaker 3

Yeah, the math of.

00:00:24:19 - 00:00:47:08

Speaker 2

So that that's where we're starting off today. And it was then every city for itself at that point. But you had the basics, didn't you, from your proposal that you had submitted jointly? Was that a small matter of modifying that, or was that major, or were.

00:00:47:11 - 00:00:52:07

Speaker 3

Randomized to the, Congress that we there were Homeland Security?

00:00:52:10 - 00:00:53:18

Speaker 2

Now we're recording. Okay.

00:00:53:21 - 00:01:27:09

Speaker 3

Oh, okay. Well, what we talked about a little bit and Randy had mentioned is there were several addendums that kept coming out, by utility. And I think one of the things, if we back up just a little bit, Randy, you had you visited a little bit about the, bitters conference in, in Austin, and it sounded like that presented more issues with the, university couldn't answer.

00:01:27:15 - 00:01:37:10

Speaker 3

And therefore they had to go back and had several several with them. I personally don't remember what the interim oh about did have something to do with land, and now.

00:01:37:10 - 00:02:14:05

Speaker 4

Most of them were pretty technical. and they had to do with responding to questions that we were asking. They had a, the RFP had a procedure in it for, asking questions of the university and how they would respond. And, you know, one of the things that we need to remember is that the proposal that they got from the foundation, the joint proposal that they got from the foundation, was not the only proposal that they received.

00:02:14:07 - 00:02:43:00

Speaker 4

They very received, a handful of other proposals from various parties, none of them cities or anything like that. They were private entities who were submitting proposals on just portions of of what was in the RFP. And they tried to be very, very careful, and meticulous about being fair to those people, even though none of them were serious proposals.

00:02:43:03 - 00:03:04:24

Speaker 4

And to make sure that if they communicated with us, that they communicated with those people and things like that. And that's part of what the all the confusion was at that bidder's conference. And awesome is that you had these folks who were there, you know, making, and a lot of them were developers and people like, never making proposals.

00:03:04:24 - 00:03:11:07

Speaker 4

And asking questions and did, you know, didn't apply to anybody else.

00:03:11:09 - 00:03:11:16

Speaker 1

Okay.

00:03:11:18 - 00:03:15:26

Speaker 3

Get time.

00:03:15:29 - 00:03:17:09

Speaker 1

Hello.

00:03:17:12 - 00:03:20:28

Speaker 3

That's true. And.

00:03:21:01 - 00:03:25:05

Speaker 1

Oh, I'm good. How are you? Okay.

00:03:25:07 - 00:03:29:27

Speaker 2

And then we bring it back. Or was there.

00:03:29:27 - 00:03:36:28

Speaker 4

More. And we had we already talked about the meeting. The Regent song just called.

00:03:36:28 - 00:03:38:04

Speaker 2

Yes. Yes.

00:03:38:05 - 00:03:38:16

Speaker 4
But we.

00:03:38:16 - 00:03:40:12

Speaker 2
Had that we had that was really.

00:03:40:18 - 00:03:53:29

Speaker 4
An you said something about six months for the BAF. Oh, it was actually okay. Thank you. Very less than that because we had that meeting at, at the bank in Brownsville and

00:03:54:01 - 00:03:55:08

Speaker 2
July 19th.

00:03:55:09 - 00:04:04:22

Speaker 4
July the 19th and the and the best and final offers were due to be filed in October, so.

00:04:04:28 - 00:04:05:27

Speaker 2
Oh my goodness.

00:04:06:00 - 00:04:36:25

Speaker 4
It was just I'm sorry, just a couple of months that we had it was not ended in there was no they didn't do an addendum to the RFP for the expanded offers. I think they had decided that they had learned their lesson, that they were just. They were better off if they didn't put a bunch of that stuff in writing, particularly since they were essentially extorting the cities down here.

00:04:36:27 - 00:05:19:08

Speaker 4
And, the whole idea of the best and final offers was to, was to go back and sweeten the deal. Okay. And so basically boiled down to coming up with more financial incentives and which might be money or not money, and to come up with more land and they were particularly concerned about getting more land, which really, you know, sort of, antagonized everybody because the RFP and had a requirement in it for six acres and, everybody's proposed all of the alternatives included more than six acres.

00:05:19:10 - 00:05:23:03

Speaker 4
good. That but that turned out not to be enough to satisfy them.

00:05:23:03 - 00:05:28:05

Speaker 2
So and they gave no hint, what type of acreage they wanted.

00:05:28:05 - 00:06:03:23

Speaker 4

Just what they did. They really the whole message at that meeting that day was, we need you people to be bidding against each other. And, whenever we got into it and there were a number of other communications, they started communicating with us individually. they set a meeting between the time the, we had that meeting in July and when the best and final offers were submitted, they did a site visit on the site.

00:06:03:23 - 00:06:48:04

Speaker 4

Just this site visit with you two people to each one of the cities, which was basically an opportunity for him to say, you know, we need more. Yeah. You know, not even knowing what the best and final offer was going to be at that point. I got a phone call, during at some point in that process from, the city manager of McCann and expressing frustration at, having to continually deal with demands from regional scientists for more and more land and more and more money, in conversations that Tony was having with them separate from everybody else.

00:06:48:07 - 00:07:33:14

Speaker 4

So it was it was a pretty intense period of time. And, you know, we wound up with that's whenever we, Went by, we went out and got the diocese property and, or an option on the diocese property, and we didn't really do much else except that. And there were a whole lot of issues that came up, and that during that period of time with the technicalities of how you gave one and to the university and, and, there was a concern on, UT part that the way Macallan was structured in their deal was not constitutional.

00:07:33:14 - 00:07:57:22

Speaker 4

And so they, gave them an opportunity to go back and redo their deal. And they gave us an opportunity to do it today. And, so we don't need to go back and redo our deal because the way we've structured is constitutional. And I don't think you ought to be giving one of the proposers another bite at the apple just because they couldn't figure out how to do it right in the first place.

00:07:57:25 - 00:08:04:26

Speaker 4

There were lots and lots of phone calls and conversations about that kind of stuff during this period.

00:08:04:29 - 00:08:13:21

Speaker 2

Was there discussion that. Regent Sanchez was just trying to derail the whole process?

00:08:13:23 - 00:08:23:05

Speaker 4

I don't think he was trying to derail the process. I think he was trying to put his finger on the scale. I don't think there was any doubt about that. And I think everybody felt that.

00:08:23:07 - 00:08:24:10

Speaker 1

Well, he wanted it back out.

00:08:24:14 - 00:08:25:11

Speaker 4

Right? Yeah.

00:08:25:13 - 00:08:27:22

Speaker 1

So he was trying to take it anyway. Right?

00:08:27:22 - 00:08:31:16

Speaker 4

Right. Yeah.

00:08:31:19 - 00:08:39:02

Speaker 2

Okay. So, how many you submitted your proposal from Harlingen?

00:08:39:02 - 00:08:59:16

Speaker 4

Or is the best and final offer that was submitted by, Harlingen, one by Brownsville and one by the Hidalgo County consortium, which they can't. They called it that, but it was basically Mac Allen.

00:08:59:18 - 00:09:32:24

Speaker 4

remember from the other day how much discussion we had about the the memorandum of understanding that was, signed by the six cities and the three counties. but there was a there was a period of time there whenever, everybody had signed on to that except for the city of Edinburg. There was a big dispute that came up between Edinburg and McCallum and, and, the Edinburg City Commission and mayor were refusing to sign the MoU.

00:09:32:27 - 00:10:04:20

Speaker 4

And, you know, we took quite a bit of talking and negotiating with them to get them to finally sign, which they did ultimately didn't like a day before the deadline to submit the the, the proposal and I, we never knew exactly what the nature of the dispute between them was, except that you remember, we talked the other day about each one of the the joint proposal was going to include alternatives.

00:10:04:20 - 00:10:33:00

Speaker 4

And each one of the alternatives, in theory, was to be a big box with some little boxes. And that was true of the Harlingen proposal. It was true of the, Brownsville proposal. And it was not so true of the Mack

Allen proposal. In fact, there were, there was a lot of talk about that. And I guess this was really what started the dispute between, Edinburg and McCallum.

00:10:33:00 - 00:10:58:25

Speaker 4

There was a lot of reports in the newspaper that Edinburg had cut a deal with Brownsville and Harlingen to be part of our proposal, and not a deal with McAllen to be part of their. And it was really just a function of the the media, actually, and perhaps others not really understanding what the big box little box thing was all about.

00:10:58:25 - 00:11:16:29

Speaker 4

I mean, we didn't make a deal with Edinburg, except that they were if we were at the big box, they were going to be, have any kind of range side in Edinburg. That was the deal. And that was supposed to be the deal with everybody. it just wasn't with McCallum. And that's where the fight started, that.

00:11:17:01 - 00:11:25:00

Speaker 2

After the proposals were submitted. How long before you started getting feedback or was there no feedback? There was just an answer.

00:11:25:02 - 00:11:30:06

Speaker 4

the feedback was instantaneous. If whether you mean the joint proposal or.

00:11:30:09 - 00:11:33:05

Speaker 2

No. No, I mean the October submission.

00:11:33:07 - 00:11:35:14

Speaker 3

Yeah.

00:11:35:17 - 00:12:02:22

Speaker 4

Well, the, they were submitted in, mid October. I probably didn't get that exact I but they were submitted sometime in mid-October. And the day that, Board of Regents they had to make their final decision was November the 11th. So it was there was nothing no more than I a few weeks between the last and final offers submissions and, and their decision.

00:12:02:24 - 00:12:06:19

Speaker 2

The Board of Regents would have had it before their meeting to review.

00:12:06:25 - 00:12:08:24

Speaker 3

Oh, yeah. Yes.

00:12:08:27 - 00:12:12:24

Speaker 2

Because it were they were massive submissions, I imagine.

00:12:12:24 - 00:12:45:04

Speaker 4

Well, I were the best. The final offers weren't that that massive but the proposal, the original joint proposals were very massive and very detailed. And because there were a lot of issues that landed and in fact, the land and, and, money portions, I think were the simplest and easiest parts of the proposals to put together into and to describe all of the stuff about what you were going to do to support the residency programs and things of that nature were much more complex.

00:12:45:06 - 00:13:24:12

Speaker 4

And there were there were a couple there was another. There was a, sort of a public hearing, that that happened in this process here in the Valley. There was a meeting where each one of the proposers met with this group, and spent you know what I think we spent the foundation, spent a couple of hours with Doctor Ashton Brenner and others, and I reviewed again and Doctor Mullins, and then, our woman had spent almost an entire afternoon with them being quizzed about, you know, various aspects of the proposals, and they did that with the other proposers also.

00:13:24:12 - 00:13:43:24

Speaker 4

And then we had this site visit from Mr. Sanchez. and then there were requests for other written information that came from us. And then there was a lot of stuff going on almost on a daily basis there from July to mid-October.

00:13:43:26 - 00:14:31:08

Speaker 3

And when, you know, I think it's important to, to understand if at this point in time and this is where you and I really came into play, and the question always was, how much did Tony know which we knew he knew a lot because he was on the ground and working on this. The next was how much did the health Affairs Committee of the board actually know, and then how much did the Board of Regents know and what we were able to find out for, for our contacts is, as we suspected, tell you everything because he was intimately involved, actually, the health affairs, other members knew bits and pieces it, but they didn't know

00:14:31:08 - 00:14:39:06

Speaker 3

the whole story. And then the balance of the board had nothing to do with the process whatsoever. And and no anything.

00:14:39:08 - 00:15:08:06

Speaker 4

Wow. And and and Bob and and and, arranged meetings for us. We discovered that the other cities were going and meeting and contacting and communicating with individual regions. And once we if we had been careful

not to do up to that point when we found out about that and and, and would set up meetings with several of the regents and they talk about, you know, that and, and and what.

00:15:08:08 - 00:15:08:21

Speaker 3
Kind of how.

00:15:08:21 - 00:15:09:13

Speaker 4
That went down.

00:15:09:16 - 00:15:11:15

Speaker 3
Yeah. I want to talk about the meeting with that.

00:15:11:17 - 00:15:24:25

Speaker 1
Well, before before that, it seems like it was close to the after that phone call from Tony to the mayor, Connie. Wouldn't that before that was before the band? yes. Actually.

00:15:24:27 - 00:15:25:04

Speaker 4
Yes.

00:15:25:04 - 00:15:50:26

Speaker 1
Okay. And that conversation with Connie was how racist our community information was. And Tony just put it right to me. So that made all of us pretty. happy. And we wanted to know what that meant. So I think I was sent to Austin and to meet with, hey, are they who shall not be named yet?

00:15:50:28 - 00:15:52:19

Speaker 3
Yeah.

00:15:52:21 - 00:16:24:27

Speaker 1
About what? What did that mean? We understand. We got wind of being called racist community, and also asked about what else we needed to do was a land that we needed to get more of. Just what was it? And, my understanding was that the board at Valley Baptist, their trustees, whatever they were called, had only white Southern Baptist people on that.

00:16:24:29 - 00:16:55:11

Speaker 1
And I don't think that was terribly easy to address because there weren't many Hispanic Baptist into that. But and so the meeting in Austin thought, okay, what can happen to correct that? And I think that would be where Mr. McKinnon's okay. So informed what that meant. And I think they put some advisory committee people together which will come through.

00:16:55:11 - 00:17:28:02

Speaker 1

But we had a meeting with some of the regents, I could I called Tom Lefler. I had worked for him on scheduling in his gubernatorial campaign, and, I talked to him about this project, about med school or about the rec Bob and Rita Clements from working in the Clements campaigns down here. And Pat Oxford was an old friend of both of them, and they were quite a bit back.

00:17:28:05 - 00:17:48:04

Speaker 1

And so we just made a point to call each one of them, because we heard that the other cities had called these, that the Health Affairs Committee people and wanted to visit with them. And so Bob and I thought, well, goodness, I mean, if everybody else was meeting with them and they were that we could call and get our meeting also.

00:17:48:04 - 00:18:06:20

Speaker 1

So we took our contingent to San Antonio, and that was Tom. I don't know, I think you just talked to read it, but you can address it a little bit. And then we called Pam Oxford, who was a little bit hesitant, but we both got on some other and I didn't say, Pat, you met with Brown, so we know that anyway.

00:18:06:20 - 00:18:42:23

Speaker 1

Well okay. All right. Yeah okay. He said so. And so he met our contingent group in Austin. And that's when we had several people then that Ben McKinnon's brought, more Hispanic representation. And we got a little talk from Pat Oxford about what it meant to be a member of the UT family, like stepchildren, like kids fighting among each other, where we really ready for that step and and we all had to sit there with the hospital represented, the doctors represented and the community represented.

00:18:42:23 - 00:18:48:23

Speaker 1

So there were about 1012 of us, 2015.

00:18:48:25 - 00:18:58:23

Speaker 4

Members. This group was it didn't seem like it was that big, but it might have been, Ben was there and doctor, Bassett was there when it down the line, and.

00:18:58:25 - 00:19:03:05

Speaker 1

And Moran put a bet on, Adele to.

00:19:03:08 - 00:19:09:16

Speaker 3

My reference, which was the three of us.

00:19:09:18 - 00:19:11:22

Speaker 1

And I could have been just had.

00:19:11:25 - 00:19:18:25

Speaker 4

We had all that. Tom and Rita were both on the Health Affairs Committee, as I recall. It was Pam.

00:19:18:25 - 00:19:21:15

Speaker 1

Yeah, that was that was the four of them.

00:19:21:17 - 00:19:58:05

Speaker 4

And we had also asked to meet with Tony, and he declined to meet with us. And he he did come down and meet with us, met with each one of the cities, and did a little tour, of each one of the hospitals sometime shortly after that, before the, best and final offer was submitted. I remember his visit to Harlingen very well.

00:19:58:07 - 00:19:59:25

Speaker 4

The.

00:19:59:27 - 00:20:08:12

Speaker 2

the the trip to Austin, meeting with those three, was it? Well, it was one at a time. One at a time. Yes.

00:20:08:12 - 00:20:09:16

Speaker 1

We went to San Antonio.

00:20:09:16 - 00:20:23:25

Speaker 2

To meet with, for life, with the chairman there. For me, that was this was beyond relationship building. This was looking for specific information when you were meeting with them individually.

00:20:23:27 - 00:20:35:27

Speaker 1

Well, but the other community, Brownsville, their group had met with them and whatever their discussions were, we wanted to not what that was about.

00:20:35:29 - 00:20:38:22

Speaker 2

And they told you pretty much.

00:20:38:24 - 00:21:06:02

Speaker 4

And it was also responding to these, concerns that were expressed. What what happened was out of the blue one day, Tony San just called mayor de

la Garza in Harlingen and said that. And I don't think they knew each other. If they did, they didn't know each other very well. They had met at that meeting on July the 19th.

00:21:06:02 - 00:21:37:16

Speaker 4

I think that was the first time that ever met each other. And County just said, you know, I need to know, you know, kind of what's going on there in Harlingen. I understand that, you know, you're a Hispanic mayor and that it's, you know, you've only recently been elected and there was a very bitter campaign and that it was the Anglos versus the Hispanics and and that the hospital is all, all Anglo organization.

00:21:37:16 - 00:22:02:25

Speaker 4

And, and, you know, just kind of went on and on. And Tommy was not at all happy, about any of that. And we thought that it was originating primarily, in Brownsville and, you know, we I had a conversation with Tony. I called Tony in response to because Tony called me, and I called Tony to talk to him about that.

00:22:02:25 - 00:22:30:25

Speaker 4

And I think we all talked about it. We had a meeting with Ben and the Cubans at the hospital to find out what it would take to, to get the Southern Baptist Convention to, because they controlled the board at Family Baptist wasn't controlled here locally, and we had to get them to agree to see some rule changes or bylaws changes in order to, to, expand the composition of the board and things like that.

00:22:30:25 - 00:22:52:22

Speaker 4

And the, big part of the meetings with Tom LaFleur and Pat and the conversation with Rita was to give them some level of comfort that the concerns that had been expressed, by Tony were not justified. and, and to the extent that they there may be an issue that we were taking steps to correct it.

00:22:52:29 - 00:23:23:28

Speaker 3

That's right. You know, and the other the other part of it, because I haven't had mentioned earlier, I, I was the one that had conversation with Rita because I knew them. There were the best and what we were trying to find out still at that time, it's just how active and how much information the entire Health Affairs committee had, in other words, has had these people all been briefed and they already made up their mind as to what they were going to do.

00:23:24:01 - 00:23:44:02

Speaker 3

and so in court and in calling where you did this thing with her, her, her initial comment to me was, well, Bob, there's only one place for this together. Baton. Margie. And I said, well, Miss Clements, you have you

looked inside all this? And she said, no, no, not yet. We haven't had I hadn't had the meeting on it.

00:23:44:04 - 00:24:19:04

Speaker 3

yeah. So it indicated one. It indicated to me what we had kind of thought all along is this thing was being driven, to, to a large degree, first and foremost, by Tony Sanchez and I think and had mentioned, sometime earlier that, the board in general referred to her the work of was in, in the area.

00:24:19:04 - 00:24:25:25

Speaker 3

So kind of let that region Bill would carry and then it would move forward.

00:24:25:27 - 00:24:27:02

Speaker 4

To.

00:24:27:05 - 00:24:34:19

Speaker 3

The Health Affairs Committee in this case, and then ultimately to the board. so the.

00:24:34:19 - 00:24:35:12

Speaker 1

Recommendation.

00:24:35:12 - 00:25:00:03

Speaker 3

With with a recommendation certainly by the health for committee to the board. So I don't know what thinking back, I think that made us feel a little bit better, the at least what we felt like we thought we knew and what was happening and where it was in the process. That's where it actually was.

00:25:00:05 - 00:25:01:11

Speaker 1

And that was interesting. With that.

00:25:01:11 - 00:25:07:18

Speaker 4

You also had a conversation with Don Evans during that period of time about the same topic.

00:25:07:21 - 00:25:13:12

Speaker 1

What I didn't was Don, but I did was the writer. There was another member of the board.

00:25:13:16 - 00:25:24:23

Speaker 3

Yeah, I had a conversation with Don, and I think we're Don, we have the Donny and,

00:25:24:25 - 00:25:55:11

Speaker 4

The that that telephone call from con, from Regent Sanchez to kind of lugares a occurred on August the 13th. We had had the meeting at the bank in Brownsville on July the 19th. We had been told that we were going to be asked to do our expanded offers. I don't know whether the details of that had been fleshed out by the time this call came.

00:25:55:14 - 00:26:35:25

Speaker 4

but then there was a whole flurry of calls that came sort of one right after another, over a week or so after we got a, call from. And I'm looking back at my memos, you know, we got the call from Tony Sanchez. You got a call from Pat Oxford? asking about the same thing and that there were, some reports, that perhaps either Tony Sanchez was not being entirely objective about the evaluation of the competing proposals or that we we believed he was not being objective.

00:26:35:25 - 00:27:07:24

Speaker 4

I don't remember exactly how that was phrased. I got I've been got a phone call from, Tony Garza, the former county judge of Hidalgo County, who. But at that point and I mean, of Cameron County, at that point in time, Tony was Tony Garza was running for a railroad commission. He was a, a believer or an associate or a partner in, Bracewell and Paterson, which is the law firm that Pat Oxford was with.

00:27:07:26 - 00:27:49:05

Speaker 4

and they were talking about it and, there was a call made to Donnie Evans, view. And then these meetings started happening in the middle of all of this as part of the selection process, the for the best and final offers, were to be submitted to the Columbus grid, did an evaluation of all of the proposals, and it was presented to the Board of Regents, Board of Regents at their August 1998 meeting.

00:27:49:05 - 00:28:26:15

Speaker 4

In fact, we were told that the decision might well be made at that August meeting, which was occurring right after these phone calls. I mean, everything was just popping right the left there for a couple of weeks. They did get the evaluation. we learned later on what the results of that evaluation were. Within a few weeks, we learned and, before the best and final offer was, was submitted and they postponed any decision about the right from the August meeting to the November meeting, in order to get these.

00:28:26:15 - 00:29:02:14

Speaker 4

And that's when the real request for the best and final offer came formally. okay. After the evaluation and part of the reason why we we

went and got some additional land, but didn't do a whole lot more was because we learned that we did very well and the evaluation by the Lucas group and that, compared to the other proposals, there didn't seem to be from a just from a pure substance and merit standpoint, from the standpoint of who could best support residency programs and things like that.

00:29:02:17 - 00:29:11:11

Speaker 4

There didn't appear to be any question about what the conclusion of the Columbus group and Doctor Ash and Brenner was.

00:29:11:14 - 00:29:17:27

Speaker 2

But they were doing the evaluation of the original joint reports. Right. Okay. Yeah.

00:29:18:00 - 00:29:40:02

Speaker 4

That's right. Because really, the only thing that was going to change in the that's the final offer was more money and land. Okay. It didn't really have anything to do with the quality of the medical education programs and things like that. And that's what that's where the collegiate groups focus was, was on those kind of issues.

00:29:40:05 - 00:30:06:29

Speaker 4

And, and week week from, from the person who and has not yet named. We knew we knew that we had fared very well in the evaluation. And the if there was going to be a recommendation made by the religious group that it would probably be, favorable to Harlingen. And there were some regents, including, primarily, Regent Sanchez, who were not very happy about that.

00:30:07:02 - 00:30:26:05

Speaker 4

Right. And that's and that kind of fell into this whole idea of the fact that there was, you know, maybe it wasn't the, the evaluation, at least by Tony Sanchez, was not completely objective.

00:30:26:07 - 00:30:39:06

Speaker 4

I mean, well, I think we all thought that this whole idea about, you know, Harlingen and and, you know, races and things like that was just sort of an excuse to tip the scales.

00:30:39:08 - 00:30:40:05

Speaker 2

Okay.

00:30:40:08 - 00:31:10:19

Speaker 1

Well, and the scales were pretty well tipped. I'm talking to a brilliant writer whom we'd known for years. And he said, well, you know, my only my

only concern here is that Tony is from South Texas. If he if he recommends it there, then we automatically stamp it. And that's what I had to say. Let me tell you what's going on with him and what he's saying.

00:31:10:21 - 00:31:33:04

Speaker 1

And then I had to turn around and tell Tom Leffler that. And then we had to turn around and at Oxford and make sure that Rita Clements was in the loop. And so that was for, I think, minus Tony and Don Evans. That would be five. And that's all the votes we needed.

00:31:33:06 - 00:31:34:09

Speaker 1

And I'm trying to remember who else.

00:31:34:09 - 00:32:03:20

Speaker 3

Was on board. Well, I you know, first and foremost you had to go through the, the health affairs. So going back to who that was, it was Tom Leffler was chair, Tony Sanchez was on it, as well as Reed Clements and then Pat Oxford. But those those were the four. So one of the first things that we wanted to do was to get a favorable word out of health affairs.

00:32:03:23 - 00:32:29:16

Speaker 3

And of course, as had mentioned, the broader comments, you were sitting there saying, oh, well, we gotta we got to go around or through or over or down from South Texas. Let's go get em both. The recommendation, or at least as Randy had mentioned earlier, you know, put his hand on the scale. Justice and maybe, maybe tipper, a little bit.

00:32:29:18 - 00:33:02:15

Speaker 3

But my, you know, my thinking back about it, we did feel good about the proposal. Valley Baptist had made a financial commitment, and I think it was very clear, the EDC had made a financial commitment when we had, said that we would pay for the land, that the diocese was for, you know, the the issue there, of course, was the diocese property was right across the street from Valley Baptist adjacent to the land.

00:33:02:15 - 00:33:29:11

Speaker 3

So we we felt like that was an important component. That was good. And then, you know, back to the original best decision that we probably ever made was, hiring a baby. No more than Michael. What? Yeah. You know, women were in a group. And for them to really explain to us where it was to put a puzzle together, to talk about medical education.

00:33:29:13 - 00:33:51:18

Speaker 4

So I think it keep in mind that it at that point, before the best and final offers, were submitted to us, you know, we had sent we had seen the

we were privy to everything that was in the joint proposal, including the alternatives from the Durham County and Brownsville. So we knew exactly what they were proposing.

00:33:51:20 - 00:34:23:07

Speaker 4

We knew exactly how they were proposing to handle, the various aspects of the development of the education programs and what, you know, what support levels of support were or were not there, who the parties were that were going to be involved in in helping put all that together. and, and of course, our consultants, David and Mike had seen all of that and helped us evaluate what the, the cities had proposed.

00:34:23:07 - 00:34:45:20

Speaker 4

And we we knew that at that point, the, our proposal, made more sense from a pure medical education standpoint than the others did because there were critical pieces that were missing, in, in both Brownsville and, Mac Allen's proposals at that point.

00:34:45:23 - 00:35:18:02

Speaker 3

And you have to remember the expertise that that UT level, the, vice chancellor, health affairs doctor and the doctor and or worked were they? Those are health care, education professionals. That's what they've done most of their life committees did. And that's what, you know, Mike White and David Altman in the Lewin Group, did we we had hired the experts that understood clearly and knew how to speak the language.

00:35:18:02 - 00:35:29:12

Speaker 3

And I think it's fair to say we were the only community that clearly understood that. And we felt like we had had a big advantage in that area.

00:35:29:14 - 00:36:05:13

Speaker 4

There were, we didn't mention this earlier. during the process, whenever, the MoU was being negotiated, that that period from February through, June of 1998. At that point in time, of course, the Lewin Group had been on board with us for months at that point. I think I mentioned the other day that the city of Brownsville had it hired, Mike, using that as their consultant.

00:36:05:15 - 00:36:49:28

Speaker 4

and, you know, Mike's very sharp guy and very knowledgeable. And he's got a lot of background in education, but he didn't have any background in medical education that I'm aware of. And, Edinburg and Mike Allen, the Hidalgo group had sort of retained. Roselli was found not so much as a consultant or an expert on the proposal, but as kind of a political consultant to give them advice on how to deal with the politics of all of this mcallan, you know, along with somewhere around, April, perhaps as late as May, I don't remember exactly.

00:36:50:00 - 00:37:22:25

Speaker 4

finally decided that they needed some expertise on medical education, and they went out and hired, a woman named Ethel Weinberg, who was also as her credentials were very much like Carol Brenner. She had been a dean of a medical school. remember now where, she had some background and experience with, a rank type, organization and had a very, very good reputation.

00:37:22:27 - 00:37:53:10

Speaker 4

And they hired her to come down and do kind of a feasibility study. And we're well into the process at this point. But to do a feasibility study and advise them what their strengths and weaknesses were and how to deal with those. And, I, I invited Ethel Weinberg whenever I found out about her, I, called, Doctor Altman and and Mike white and, told them about her, and they both knew her.

00:37:53:12 - 00:38:26:06

Speaker 4

I mean, she had a very good reputation as somebody who knew a lot about this. And I invited them to bring Ethel to one of the meetings of the Committee of Six, to talk to us about issues that we might need to be dealing with in the MOU. And they agreed to do that. And we spent an afternoon and, the six of us spent an afternoon with, Doctor Weinberg, and she,

00:38:26:09 - 00:39:18:25

Speaker 4

I think she more than anybody, probably had a real candid conversation with the folks in Allen about how devastating it was for them not to have the wholehearted support of the hospitals and the physician. community and in Hidalgo County. And she and the other thing that she said, very clearly was she was very supportive of the idea, this big box, little box, idea that that we were talking about because she did not believe that any of the hospitals or any of the communities were large enough and had enough patient volume in and of themselves to support a full blown medical education program.

00:39:18:27 - 00:39:57:19

Speaker 4

And it was a real eye opener, I think, to, some of the Hidalgo County folks to listen to Doctor Warren Burg and, and the things that she had to say. And it was to me, it was a worthwhile exercise because it underscored and, and, supported everything that I had been saying to them, but that we were hearing from our consultants about how important it was for us to all be trying to work together on this thing and put together something that was more than just one city and one hospital.

00:39:57:21 - 00:40:17:25

Speaker 4

That's probably whenever we kind of broke the ice on the on the MOU negotiations, and everybody got a little bit more invested in the idea of

going forward with it, because up to that point, and nobody had nobody had committed to signing on to the final joint proposal at that point.

00:40:17:28 - 00:40:34:01

Speaker 2

Okay. That was a step back. I gotta put it in sequence. am I jumping ahead to, to to want to go on now, after you have submitted, the three cities have submitted their proposals.

00:40:34:03 - 00:40:39:07

Speaker 1

Their methods, their best of all their backs, estimates and finals.

00:40:39:10 - 00:40:46:15

Speaker 2

Yes, everybody. And you said that. The regents meeting was in November, right?

00:40:46:21 - 00:40:50:05

Speaker 1

Right. But MD Anderson in Houston.

00:40:50:07 - 00:41:03:04

Speaker 4

But before we went to that meeting, okay, we had the three of us had, an evening meeting of several hours with John Hale.

00:41:03:06 - 00:41:35:00

Speaker 4

In San Antonio, and a hotel. I don't know which hotel it was up there. And we we did had never had, even though we had talked with Doctor Ashley Brenner and others at UT about this whole idea of a distributed model of the rack on a big box, a little box with they had never committed to the never, really agreed that that was something that they would consider.

00:41:35:00 - 00:41:58:29

Speaker 4

They were. And our perception of what they were doing was part of the reason why they were pitting each of us against each other, in trying to in addition to getting the best financial deal for the university. it was we all believed that it was pretty clear that they were going to pick one of the cities, and that was going to be the side until we had the meeting with John Howard.

00:41:58:29 - 00:42:14:20

Speaker 4

And John Howard told us about the big conference call that they had with the lawyers and some of these scientists and John and, and, Chancellor Cunningham about, the whole idea of figuring out how to divide this thing up.

00:42:14:22 - 00:42:23:13

Speaker 1

You remember that it's coming in. Well, it's nice to jump in San Antonio where we go.

00:42:23:16 - 00:42:28:11

Speaker 4

We were sitting in the lobby of, hotel and in San Antonio.

00:42:28:13 - 00:42:34:27

Speaker 3

I'll tell you where I think it was. And I think. Yeah, I think you're right. Yeah, but it was on ten tenderloin. It was on.

00:42:34:27 - 00:42:35:20

Speaker 1

I think.

00:42:35:21 - 00:42:36:24

Speaker 3

We. Yeah.

00:42:36:27 - 00:42:49:17

Speaker 4

As John Medical because John was coming here. You he had he didn't have a whole lot of time, but he had a meeting there or was giving a speech there or something. John was the president of the Health Science Center.

00:42:49:19 - 00:43:16:25

Speaker 3

In San Antonio. Yeah. It's time but yeah. No I, I mean I don't remember the meeting as well. And it did kind of surprise us a little bit that all of a sudden now there might be, some discussion on behalf of the board for certain people on the Hill first meeting and asking the administration to.

00:43:16:27 - 00:43:22:27

Speaker 3

It's a year and a half. And then, in Lucio's words, have to think the the.

00:43:23:00 - 00:43:46:07

Speaker 4

That meeting was John happened. You know, just a day or two before the, the, the Board of Regents meeting because he told us that they, somebody I remember, somebody was in New York and, was on the phone with, I think it was town. Maybe it was John. It was it was John Hall who was in New York, or Tony, which was in New York.

00:43:46:07 - 00:43:52:22

Speaker 4

And other people were, down here with the lawyer, and they were trying to actually draft something.

00:43:52:23 - 00:43:55:17

Speaker 2

And, oh.

00:43:55:20 - 00:44:18:05

Speaker 4

Yes, we were getting a little bit of a preview of what it might have not not what the details were. And because we didn't have any idea what that was until November the 11th, but that there was something that was going on that was going to be have a little something for everybody is, is the way that John had put it.

00:44:18:07 - 00:44:27:16

Speaker 2

Okay. When you met with the doctor, how then in San Antonio, he was they were still in the process of trying to figure out how to split the meeting.

00:44:27:19 - 00:44:28:22

Speaker 3

Well, yeah. And, or.

00:44:28:22 - 00:44:29:27

Speaker 2

Had they already decided.

00:44:30:01 - 00:44:48:04

Speaker 4

In the process of trying to figure out how to deal with the politics of, oh, that's what they really trying to do. They were trying to at that point in time. This has been a bloodbath. I mean, this this building proposal, I mean, it was awful. And they knew that by this point, John, certainly knew that wrong.

00:44:48:04 - 00:45:17:13

Speaker 4

And he was going to have to be the one who was in charge of picking up the pieces after this was all over and actually implementing whatever they did. And I suspect that he is, as much as anybody was instrumental in saying, we need to find a solution to this so that, you know, whenever we do go down there to do something that we're not, you know, down there in the in, in hostile territory where we've antagonized everybody.

00:45:17:15 - 00:45:38:18

Speaker 4

and so we need to figure out a way to try and get everybody on board. And the only way they could think of to do that was to have something in it for everybody. Yeah. And that's that's probably about as much as he told us. I don't think he gave us any more detail than that. And even that might be, have been, have been us reading through the line between the.

00:45:38:18 - 00:45:39:29

Speaker 2

Lines of wishful thinking.

00:45:39:29 - 00:45:58:16

Speaker 3

Or, you know, and what happened at that point, you got to remember, in the legislation, it did not it did not at that point in time authorized, which meant school was going to oversee the right. Okay. So I don't know the exact timing on this.

00:45:58:16 - 00:46:00:26

Speaker 4

But they had decided that at the August, to be.

00:46:00:28 - 00:46:03:16

Speaker 3

Honest with you. Okay. That's what I was going to go back.

00:46:03:18 - 00:46:05:11

Speaker 4

To that they had to send it to San in.

00:46:05:11 - 00:46:24:14

Speaker 3

San Antonio. So we we then knew at that point in time that it was going to be, the Health Science Center in San Antonio, which most of us kind of assumed that all along anyway, it made the most sense move discussion for. Yeah, but that but now we do so that that and that's.

00:46:24:16 - 00:46:28:14

Speaker 2

That's why you're talking to John how particularly.

00:46:28:16 - 00:46:36:15

Speaker 4

I don't remember how that meeting came about when we asked for that meeting and whether he contacted us. I've forgotten.

00:46:36:17 - 00:46:38:21

Speaker 3

We we contacted him.

00:46:38:24 - 00:46:41:11

Speaker 4

I mean, we were talking to him. Good. Did I know that.

00:46:41:18 - 00:46:44:24

Speaker 3

We we contacted him.

00:46:44:26 - 00:46:47:06

Speaker 4

from Bob and and both knew him before.

00:46:47:08 - 00:47:13:16

Speaker 3

We we knew him. John, actually, the very first people that ever reached out to me when I went on the coordinating board was the people in San

Antonio. Joe Krier was head of the Chamber of Commerce, and, and and I went up there as first time. We never met John. But one of the things that we learned really fast in meeting John is how well we knew his daughter was in Palm.

00:47:13:18 - 00:47:17:03

Speaker 3

She worked for Senator Kennedy Hutchison, and we and I had known.

00:47:17:03 - 00:47:18:05

Speaker 4

Her for, I don't.

00:47:18:05 - 00:47:21:26

Speaker 1

Know, chief of staff. She was her top face, top person.

00:47:22:00 - 00:47:46:01

Speaker 3

So we became fast friends with John and had had a relationship. So now I remember we in fact, I know that Frank back office, I was the one that made the call to ask John, you know, tell him it just so happened that and Randy, now we're going to be in San Antonio. Just so happened and, can we can we have a few minutes of this at this time now?

00:47:46:02 - 00:48:10:29

Speaker 3

Because, you know, we're obviously we were trying to get as much information as we could once, once we learned that all the other communities were using every single avenue that they could to get to every member of the Board of Regents, then we knew the gloves are off. Okay. We we're wanting to sit. Marilyn no longer so, we did go.

00:48:10:29 - 00:48:29:05

Speaker 3

We did meet with John and Randy. You know, that was kind of our first inkling of why. Wait a minute. What what exactly is going to happen here? And how is this going to differ ultimately from our best in five law from.

00:48:29:07 - 00:48:44:06

Speaker 4

What we didn't learn in talking with them, because I don't think it had yet occurred. was that the we did not know until November the 11th at the University of Texas Health Science Center in Houston was going to have a piece of the pie.

00:48:44:08 - 00:48:45:12

Speaker 3

Right.

00:48:45:15 - 00:48:57:28

Speaker 4

And I don't I frankly don't think the doctor happened to that at that point. I think that came later on, and I'm not sure we ever found out exactly why that happened or how it happened.

00:48:58:00 - 00:49:01:19

Speaker 1

No, that's really interesting. Ask John, now that we, you know.

00:49:01:21 - 00:49:04:10

Speaker 3

I don't know. I'm sorry.

00:49:04:13 - 00:49:05:29

Speaker 4

Charlie Mullins would know.

00:49:06:02 - 00:49:09:09

Speaker 3

Don't bother to interrogate you. And I'll tell you. Who else would know.

00:49:09:09 - 00:49:13:23

Speaker 1

Is that. Yeah, we know who was the last one at Oxford.

00:49:13:29 - 00:49:14:15

Speaker 2

Okay.

00:49:14:18 - 00:49:21:06

Speaker 3

He was the region free from Houston.

00:49:21:09 - 00:49:33:09

Speaker 4

Yeah. Somewhere, probably got a record of when that meeting with Doctor Howe occurred. But it was my recollection is, is that it couldn't have been more than three or 4 or 5 days before the November 11th. Right.

00:49:33:10 - 00:49:35:15

Speaker 2

What evidence immediately.

00:49:35:15 - 00:49:40:12

Speaker 1

Before? Yeah. I was having a tough time. This in San Antonio the night before being used.

00:49:40:12 - 00:49:41:22

Speaker 2

The next thing the next day. I mean.

00:49:41:22 - 00:49:42:29

Speaker 4

It was not.

00:49:43:01 - 00:49:43:14

Speaker 2

Okay.

00:49:43:21 - 00:49:45:20

Speaker 4

It was a short time before.

00:49:45:23 - 00:49:47:17

Speaker 2

Okay. That was a surprise.

00:49:47:20 - 00:49:48:02

Speaker 4

Yeah.

00:49:48:02 - 00:49:48:19

Speaker 1

Okay.

00:49:48:19 - 00:50:15:00

Speaker 3

Yeah. And I recollection or my recollection now of all of a sudden is they're, they're looking for a political solution. They're doing a lot of this on the fly, but the attorneys involved. Because. Because, remember, what has to happen is you have to have some sort of item on the agenda. It's you're going to vote on what is it that we're voting on first and foremost in the health affairs Committee meeting.

00:50:15:00 - 00:50:20:24

Speaker 3

And then ultimately in the Board of Regents, meeting.

00:50:20:27 - 00:50:23:25

Speaker 2

So somebody had to propose this. Okay.

00:50:23:27 - 00:50:33:09

Speaker 3

Yeah, yeah. And then, you know, you had to hopefully satisfy the people on the committee.

00:50:33:11 - 00:50:41:13

Speaker 2

The did you see the proposal that came in front of the regents, the Board of Regents, and and did it say three.

00:50:41:16 - 00:50:42:23

Speaker 4

It see it until.

00:50:42:23 - 00:50:45:04

Speaker 2

It happened. Right. Okay.

00:50:45:07 - 00:51:07:28

Speaker 4

The the day of the meeting, they met an executive session. the Health Affairs committee met in executive session, and the board, full board of regents, met in the executive session. And they came out of the executive that were in there for quite a while, as I recall. this was in the board room at MD Anderson in Houston.

00:51:08:00 - 00:51:38:09

Speaker 4

And, the I think in hindsight, I don't we didn't know this at the time, but I think later on we concluded that there Tony Sanchez or somebody had given, the, the communities kind of a hit. that they were not, going to be the main, that this because neither one of the other community sent anybody to the Board of Regents meeting.

00:51:38:11 - 00:51:40:16

Speaker 4

Yeah. Decision was the only one.

00:51:40:18 - 00:51:45:08

Speaker 3

The only ones that were to set that stage. It was. And myself and Randy and his wife.

00:51:45:15 - 00:51:49:16

Speaker 2

Were you were you invited or you just showed up? I mean.

00:51:49:23 - 00:51:50:29

Speaker 3

We just showed. We just showed up.

00:51:51:00 - 00:51:52:12

Speaker 2

I just wanted to be there. Okay.

00:51:52:13 - 00:52:16:03

Speaker 4

So yeah, we didn't. We knew it was on the agenda and, we knew that they had said that they were likely to make a decision. And by then we knew from some folks at UT that it was the decision was going to be made. We just didn't know what it was. And when they came out of executive session, regent scientist made a motion.

00:52:16:05 - 00:52:39:24

Speaker 4

he read it, and it it is. I have a copy of it. It was, three or 4 or 5 pages long. you know, I mean, they drafted this thing in great detail. and we we had heard a little bit from John how about, you know, how the drafting of it came about? We just didn't know what it said until you read it, at the meeting.

00:52:39:24 - 00:52:49:28

Speaker 4

And then it was unanimously adopted, as I recall, with no discussion except whatever occurred in executive session.

00:52:50:00 - 00:52:50:25

Speaker 3

You know.

00:52:50:28 - 00:53:16:06

Speaker 4

And, you know, one of the women I've always thought one of the most interesting ripples of all of that was that they were while they were in executive session, we were out sitting in a reception area. The four of us and I got paged over the telephone, over the PA system, and, I went to a the VA announcement, said to go to file.

00:53:16:07 - 00:53:44:07

Speaker 4

And I went to the phone on a wall. and the person who, talked to said that there was a trauma surgeon, who was looking for me by name, and, I didn't have any idea what that was about. I didn't know any trauma surgeons up there. I had three teenage kids at home, and I thought, you know, something about something that had happened or whatever, and.

00:53:44:07 - 00:54:31:28

Speaker 4

And they told me the doctor's name, and it didn't ring any bells of me and recognize it. And they said, just stay where you are. He's coming to you. And a few minutes later and comes walking, this guy who had never laid eyes on in my life and he was in his scrubs and, his name was Ratu, Rubin Lopez, and he was a cardiovascular, thoracic surgeon, who originally from Donna, who had gone to, was practicing medicine, had been practicing medicine in Michigan for close to 20 years and was doing some sort of brief fellowship or something at, Texas Medical, I think.

00:54:31:28 - 00:55:14:05

Speaker 4

And, he knew that he had been following this whole thing on the internet, and he had seen my name and, newspaper article being quoted about something, and he thought I might be there, and he just wanted us to know that he had always wanted to come home, to where his family was. And he never had before because there was no opportunity for him to teach, and that one of his passions was teaching and that he could now come home, and that he had accepted a position with John Clark and Mary Ann Lawler, and would be there in June and and we said, I mean, you told the four of us that story.

00:55:14:05 - 00:55:36:11

Speaker 4

And it was kind of, you know, bizarre and, and, we said, can we, they're getting ready to make the announcement. We didn't know what was going to be announced and get ready to make the announcement right now. Can you

come into the meeting with us and we'll we'll introduce you as the first recruit. And he did that.

00:55:36:13 - 00:55:39:17

Speaker 1

Beautiful looks. We had five phones. We could have taken photos.

00:55:39:17 - 00:55:42:27

Speaker 3

Okay. Yeah, along for a while.

00:55:43:00 - 00:55:44:19

Speaker 4

That was pretty strange.

00:55:44:21 - 00:55:54:02

Speaker 3

It was. It was very strange. But it had been one of those things that we had always dreamed about, of what's going to happen when we get this and what are the opportunities going to be?

00:55:54:04 - 00:56:28:06

Speaker 1

You know, there was a little hint of us back to the Tom Lefler time. If we could have known what was going on in executive session, I think we would have been quite interested in hearing how Lefler probably presented things at the meeting. But I know that Lefler asked me to put a little white paper together before the meeting sometime in that time frame, and he said, just give me 3 or 4 points, bullet points that you want me to make or Mark, you want me to know and what I need to make them now, okay.

00:56:28:08 - 00:56:32:25

Speaker 1

And I'm going to try to find that little paper somewhere, I believe. But I have a.

00:56:32:25 - 00:56:33:25

Speaker 4

Copy of it.

00:56:33:28 - 00:56:37:14

Speaker 1

And I give you on time, because I know I had to go through and make sure.

00:56:37:16 - 00:56:39:21

Speaker 4

I'm not where it is.

00:56:39:23 - 00:57:06:20

Speaker 1

But it had to do with we had the only nonprofit hospital that was involved in this, and they were putting up the, their funds. We knew that we had the best doctors. The board certified more of them ready and

willing, and the doctors wanted to have the students and have the clinics and all third and fourth medical students here.

00:57:06:22 - 00:57:16:07

Speaker 1

So I remember sending that to God.

00:57:16:10 - 00:57:25:02

Speaker 1

But he would be he has consented to the interview. Yes. So whenever you're ready, you'll already have your list of things for them.

00:57:25:05 - 00:57:28:09

Speaker 4

Okay. Interested in seeing how much of this he remembers?

00:57:28:12 - 00:57:30:13

Speaker 3

I know that's true.

00:57:30:16 - 00:57:33:24

Speaker 4

But yeah, you've talked to him. I haven't talked to him in years.

00:57:33:24 - 00:57:35:19

Speaker 1

Yeah, we've seen him here and there.

00:57:35:25 - 00:57:38:08

Speaker 3

I have seen a few events where I had.

00:57:38:08 - 00:57:54:09

Speaker 4

Oxford, remember, is very well our meeting with him. And he remembers very well telling us, that we needed to be damn sure that we really want knew what we were asking for. He really wanted it,

00:57:54:12 - 00:57:55:14

Speaker 2

Be part of the family.

00:57:55:15 - 00:57:56:11

Speaker 3

Yeah.

00:57:56:13 - 00:58:12:00

Speaker 4

Because I've seen him several times since and then reminded him of that, and. And, how many times we have over the years have recalled that conversation because it had turned out to be so true. It's. Yeah.

00:58:12:05 - 00:58:18:23

Speaker 1

Well, in the award was that the Public Health School of Public Health went under,

00:58:18:25 - 00:58:21:06

Speaker 3

Houston and Sampson.

00:58:21:08 - 00:58:32:26

Speaker 1

Florida went to Brownsville. And then Harlingen was to get the administration building and the research center, and then in that group.

00:58:32:28 - 00:58:43:25

Speaker 4

But the the motion itself said that the they divided into three pieces. What? And Eddie Lucio was there that, yes.

00:58:43:25 - 00:58:44:06

Speaker 1

I said.

00:58:44:11 - 00:59:12:29

Speaker 4

Okay. You gave me a little speech about triplets. We're going to triplets. All right. medical Education Division is what they called part of it. public health division and the biomedical research, those were the three components of the Iraq. That's nobody until that, November the 11th, nobody had ever heard of a public health component of this thing.

00:59:12:29 - 00:59:39:00

Speaker 4

It was not in the RFP. It was not in anybody's proposal. Right. It was. Nobody had ever heard of it. and it was awarded to Brownsville, and it was the mothership for that was going to be the UT Health Science Center, Houston, which has, you know, special kind of expertise in public health. That's been part of their focus as opposed to San Antonio and some of the other medical schools.

00:59:39:03 - 01:00:10:10

Speaker 4

And then the biomedical research division was going to be in Edinburg, which was interesting because Edinburg did not submit a proposal except for the end run that they had made early on. And then the Medical Education Division was going to be headquartered in Harlingen. And the real kicker in the whole thing was that Mac Allen, could have a branch or a satellite.

01:00:10:10 - 01:00:13:11

Speaker 4

I don't remember exactly which word was used. I think it was San Juan.

01:00:13:12 - 01:00:14:19

Speaker 3

That's what I remember.

01:00:14:21 - 01:01:08:26

Speaker 4

This class, the Allen could have a satellite campus of the Harlingen Medical Education Division. If Mac Allen would put up \$5 million in cash and there was a, an allocation of money to each one of these components, \$25 million to Harlingen, to the medical education division. This is all fast money money. Right on money. and 5 or 10 million to, I think it was 5 million to the public health division from Brownsville and 5 or 10 million, maybe 10 million to Edinburg for the biomedical research and 5 million to this satellite campus in Mac Allen, but only if Mac Allen would put 5 million to match.

01:01:08:28 - 01:01:20:24

Speaker 4

Okay. And so you can imagine the, how well it went down in Mac Allen that what they got out of this was to be a satellite campus. The correlation.

01:01:20:27 - 01:01:21:05

Speaker 2

Okay.

01:01:21:05 - 01:01:37:19

Speaker 4

And I think we've always speculated and I think probably correctly so although he would never admitted that that was Richard Sanchez's way of saying, you guys let me down and Mac Allen and some, you're doing, here's your payoff.

01:01:37:21 - 01:01:41:01

Speaker 2

Okay, I think this is a good point and an hour to take a break.

01:01:41:01 - 01:01:48:21

Speaker 1

So you get everybody in one. Randy, I think your chair shifted. Yeah. Okay.

01:01:48:25 - 01:01:51:06

Speaker 2

Thank you for that, chair.

01:01:51:08 - 01:01:52:06

Speaker 1

Yes.

01:01:52:09 - 01:01:52:23

Speaker 3

Yes.

01:01:52:26 - 01:02:01:08

Speaker 1

This year we're starting up again. And, we had ended with.

01:02:01:10 - 01:02:13:05

Speaker 1

The pie being split three ways, which just the surprise of many. And what was what happened after that? That announcement. And then where do you go from there?

01:02:13:07 - 01:02:37:08

Speaker 3

Right. Well, of course, as we missed a little bit earlier, we always felt we felt the whole thing was going to be in San Antonio. Now, we now we know that the medical educational component is with San Antonio and those of us in harm's way at that point in time really didn't we didn't have anything to do with, Brownsville.

01:02:37:10 - 01:03:11:09

Speaker 3

You know, that's all for health center in Houston, dealing with folks in Brownsville, UT very, and then I had to go tell and, you know, by the way, you you got you got to research. Not not that here's the other. And this is kind of kind of funny. Remember, in the UT system, you have general academic institutions and health institutions, and they're separate and apart.

01:03:11:11 - 01:03:50:02

Speaker 3

It's it's only till you fast forward with the Dell Medical School in Austin, which is part of U-T Austin. And our med school down here today, which is a component of UT RGV, where you have medical school involved and and a general academic institution. So you back up in those days, the U-T folks, the Board of Regents, you know, tells everybody and tells Edinburg, oh, by the way, you now have the the research component for this one.

01:03:50:04 - 01:04:17:17

Speaker 3

There is no health institution. And then or so they have to go knock on the door of. paying an arm up there to say, gosh, we need some land from you. We we don't have any land. for part of the site. Part of. It's funny and part of it's sad. they were trying to find a political solution.

01:04:17:17 - 01:04:43:03

Speaker 3

So a lot of the stuff they did on the fly, they think all this all the way for, quite frankly. And I, you know, because of my own background, being on the coordinating board at that time, being on the building and grounds, we got involved in, in some of that, but it just goes to show you, it's just one of the things, what are we doing?

01:04:43:04 - 01:05:11:10

Speaker 3

So all of a sudden we go throw a health, institution building on a general academic campus. Except they didn't do that because in rather explained this, what happened was that money that was going to be used to build that biomedical research building was coming out of the permanent

university fund from the University of Texas. Pan-American was not a public institution.

01:05:11:10 - 01:05:32:27

Speaker 3

They were not they were in a health institution. And you could not spend perf dollars on land that belonged to a hate institution. And so they had to they couldn't build it on the Pan-Am campus. They had to actually get some land adjacent to it that was separate campus before they could build the.

01:05:32:27 - 01:05:37:09

Speaker 1

Building, and it was considered a U. Tascam medical education building.

01:05:37:11 - 01:05:37:25

Speaker 3

Oh, yeah.

01:05:37:28 - 01:05:40:26

Speaker 1

Yes. Okay. Because I know they kept it separate.

01:05:40:26 - 01:06:03:14

Speaker 3

And I think if memory serves me right, they actually ended up buying that land from either the city of Edinburg on the school district. one of the other, I think it was the city. Yes. But I think the city had acquired it from the school that I can't. But I came over on that, northeast part of the campus to to to find.

01:06:03:20 - 01:06:07:20

Speaker 1

It was referred to as adjacent to the Pan Am campus.

01:06:07:20 - 01:06:45:22

Speaker 3

So you had another angle to it, which makes it even more interesting. And perhaps funny is that you ask what happened after the November 11th meeting? Part of what happened, we began having meetings with San Antonio to begin to implement the biomedical, I mean, the medical education programs and things like that. So sort of unbeknownst, at the time, there was a lot of negotiation that was going on between UT system folks and Mac Allen about when they were going to do something with that \$5 million and that \$5 million match requirement.

01:06:45:22 - 01:07:16:23

Speaker 3

And they talked about a whole bunch of different things. And ultimately it didn't go anywhere. And when it fell completely apart, Mac Allen didn't come up with \$5 million. But what they did do is they came up with \$1 million, and they gave \$1 million to Edinburg to for Edinburg to use to buy the land. That became the origin of f you know, to show that, that they know.

01:07:16:25 - 01:07:20:03

Speaker 3

Even more can't avoid it. Yeah.

01:07:20:05 - 01:07:24:09

Speaker 1

Okay. So your meeting with, UTSA people.

01:07:24:15 - 01:08:09:24

Speaker 3

We had we had a, our very first meeting in San Antonio with, Dino. Yeah. Jim Yong, he was the dean of the medical school in January of 1999. To talk about what needed to be done and what the steps were going to be and all of that. And it became, principally a, set of negotiations between the Valley Baptist and, the Health Science Center, because Valley Baptist was going to be the sponsor and the financial support for the residency programs.

01:08:09:24 - 01:08:32:15

Speaker 3

And a lot of the other teaching programs, and C clinic and C clinic was involved in those meetings. Also. we and being young, our John had appointed a search committee to find a regional dean, and there were and there were a number of things that was going on at that, period of time.

01:08:32:18 - 01:09:16:03

Speaker 3

One of the things that and Randy and I started looking at was how the money was going to flow. You know, we quickly learned that any appropriation by Texas legislature was going to flow through testing. And then down to us, it was not going to be a direct appropriation. That's being the Rite of Spring, right? Yeah, that would be us being the lag, because it was, you know, under the, you test school, you know, we we had been hopefully going to be a appropriation, but it really wasn't.

01:09:16:05 - 01:09:17:10

Speaker 1

Okay. Well.

01:09:17:12 - 01:09:56:20

Speaker 3

Part of what I was doing at that point in time is that, you know, we remember that the proposal that had been submitted, even though it was augmented by the best and final offers, was still a proposal from the foundation that we created, that it was a valley wide foundation within a within a few days or perhaps a couple of weeks after the November 11th, 1998 Board of Regents meeting, when they made the decision, I was notified by the City of Mac Allen that they were withdrawing from the foundation.

01:09:56:20 - 01:10:22:13

Speaker 3

They were a member of the foundation and a member and a member on the board of the. I mean, we organized a nonprofit foundation. We had a board with bylaws and all that sort of stuff. And the governance of it was all set out in the MOU. We did a huge signing ceremony with county judges and mayors and city secretaries and county clerks and everything else to sign.

01:10:22:13 - 01:11:01:14

Speaker 3

This MOU was on television and all this kind of stuff. And once Mac Allen got the thumb stuck in their eye, they withdrew. And so one of the questions that kept coming to me from you system was, you know, what is the fact it is the foundation going forward. You know, we were trying to hold it together because in the MOU that the foundation was going to be the liaison between hospitals all across the Valley and the Ute and UT, and there was a there was a set of a scheme of assessments to help pay for the the cost.

01:11:01:17 - 01:11:37:07

Speaker 3

That's where the \$500,000 a year for seven year commitment from the Harlingen EDC came from. was that was that was the estimate of what the Harlingen assessment might be to the foundation. and so there was a lot of discussion that was going on about what was the continuing role of the foundation going to be. And I was having a lot of meetings with John Hale and Jim Young and Charlie Mullins and, and Patsy, you know, talking about the foundation and whether there was going to be a written agreement.

01:11:37:10 - 01:11:50:24

Speaker 3

And we had technical legal issues about whether there had actually been an offer and an acceptance by the university and whether we had a contract because of what they had done. On November the 11th, the things of that nature.

01:11:50:27 - 01:12:05:12

Speaker 1

The proposal that was led up to November 11th, the that came separately from the city of Harlingen, the cities now, the proposals that were sent in came from the cities and.

01:12:05:14 - 01:12:31:17

Speaker 3

The backhoes came from the cities, but they were supplements to the original joint proposal. The only formal proposal that was ever made to the University of Texas was the proposal by the foundation, and one of the one of the requirements in the in the RFP was that you had to make that proposal in the form of a binding offer.

01:12:31:19 - 01:13:06:03

Speaker 3

There was a signature applying for the UT system to sign when they accepted a proposal. And once they signed that, the RFP specified that it was a legal binding contract. And, you know, they never signed it. And

so, you know, it became a big issue later on, a number of years later, with respect to the \$3.5 million commitment, whether there was a contractual obligation on the part of somebody here in the Valley, to the University of Texas system.

01:13:06:06 - 01:13:32:00

Speaker 3

And that early on, there was a big issue about whether the University of Texas system was obligated to deal with the foundation in putting together affiliation agreements and things like that. And there was a lot of discussion. And in December of 98th January, February, March of 99, about that.

01:13:32:02 - 01:13:44:03

Speaker 1

But though the city received a formal acceptance, nothing never did. It was just all verbal. You're going to this is what we're going to do.

01:13:44:05 - 01:13:49:25

Speaker 3

In the form of the minutes of the Board of Regents meeting me from November of 1990. And what.

01:13:49:25 - 01:13:51:20

Speaker 2

Was the name of the foundation.

01:13:51:23 - 01:13:59:28

Speaker 3

The LR, g the Academic Health Center Foundation, Inc.?

01:14:00:01 - 01:14:01:20

Speaker 2

What's happened to that foundation.

01:14:01:20 - 01:14:32:21

Speaker 3

That was ultimately dissolved? Okay, years later? I mean, we it stayed in an existence and, but actually the Health Science Center actually funded, and they had grants for it for 5 or 6 years, current students down here. and then we finally just let it go. It was serving any purpose after that. Okay. We never set any money against the city's effect.

01:14:32:21 - 01:14:49:16

Speaker 3

That's what triggered Mike Allen to pull out, as we decided to do a \$25,000 assessment at the very beginning. So the we would have some operating money and Mike Allen shares going to be about \$5,000, and they refused to pay it.

01:14:49:18 - 01:14:51:25

Speaker 2

Was the representative on that.

01:14:51:28 - 01:15:02:07

Speaker 3

Mike. well, by then I think it was Mike Pence city. Originally it had been declining, but he withdrew. He left the hospital about time.

01:15:02:09 - 01:15:20:07

Speaker 1

Was that very odd that there was no other real contract for the rec other than what was in the minutes. I mean for something that large to go forward.

01:15:20:10 - 01:15:57:00

Speaker 3

Yeah, it was on. That's why there was so much discussion about it. and love it. By that time I was, I was actually representing Valley Baptist. in connection with their dealings with the Health Science Center. And it was I mean, it was really important, I thought, to the folks here in Harlingen and to Ballard Baptist to have, you know, some kind of a contract that, you know, memorialize what the parties obligations to each other were.

01:15:57:02 - 01:16:17:00

Speaker 3

And one of the things that we did beginning in January of 1999, in lieu of that, was to begin to negotiate the formal affiliation agreement between the Health Science Center and that like that is so that we would have something. relating to some portion of it.

01:16:17:02 - 01:16:18:06

Speaker 1

And did that happen.

01:16:18:08 - 01:16:27:10

Speaker 3

Yes. Okay.

01:16:27:12 - 01:16:38:15

Speaker 3

Took it probably too close to the year. And you know, we started talking about it in January of 1999. And it was finally signed in November of 19.

01:16:38:17 - 01:16:42:12

Speaker 1

And that was between the Health Science Center and Valley Baptist.

01:16:42:14 - 01:16:47:16

Unknown

At that point. Right. Okay.

01:16:47:19 - 01:16:50:11

Speaker 1

And what did that cover? Just the who was going to do what.

01:16:50:19 - 01:17:23:10

Speaker 3

Covered all of the responsibilities of Valley Baptist as the primary diabetes was designated as the primary teaching hospital, which is a term of our under the ACP and the regulations. And it set out what their financial responsibilities were with respect to residency programs and what their obligations were to provide facilities and what the Health Science Center's obligations were as far as faculty support, curriculum support and all that kind of stuff.

01:17:23:13 - 01:17:48:09

Speaker 3

Accreditation requirements, things like that. And there were other agreements that had to be negotiated, program agreements for each residency program. Agreements with residents and all that kind of things. I learned that it was really complicated. The center for Regional Health Center.

01:17:48:12 - 01:17:54:17

Speaker 1

Valley Baptist already had a residency program which did not become part.

01:17:54:19 - 01:18:30:04

Speaker 3

This initially, that it was informally, it's never been affiliated with, the Health Science Center. The Health Science Center was never the sponsor and sponsoring institution, which is again a term of art. And then they CPM but it was part of the family of, residency programs, initially. And then there were some issues that came up having to do with it being a faith based program that you see was not comfortable with.

01:18:30:06 - 01:18:35:16

Speaker 3

And so, there never was any formal relationship.

01:18:35:18 - 01:18:48:03

Speaker 2

Do you remember when you were dealing with the diocese about land? I remember one day you came. Back to make sure there's no abortions performed.

01:18:48:06 - 01:19:23:24

Speaker 3

It was awful. We, whenever, whenever we remember that we had this requirement in the, in the RFP about being within walking distance. primary teaching hospital. And so whenever we had to go find some additional land, there was really only one piece of land that was more or less adjacent to what we have. And that was the, the property that was owned by the Catholic diocese where the, we might want to.

01:19:26:10 - 01:19:59:10

Speaker 3

Seven acres that we, needed to buy from them and, and had, contacted the, Bishop and to try and to make an overture to them about selling us the land. And, they kind of agreed in principle that they would do give us an

option on it. I had to go over and spend the day with, the what's called the presbyter old council.

01:20:00:11 - 01:20:25:18

Speaker 3

and because the bishop, Bishop Payne, you told me that I had, had to approve that he had didn't have the authority to approve the sale. It would have to be approved by the Federal Council. And so, the Presbyterian Council consists of 18 Catholic priests. And I went and spent a half a day with them, talking to them about this.

01:20:25:18 - 01:20:47:15

Speaker 3

And they finally, at the end of a half a day, said, we don't really have the authority to approve this. You have to have it approved by the finance committee. And so I went over to the shrine in San Juan and met with the finance committee, one of the members of which was the chairman was Matt Gordon, who was from home at the time.

01:20:47:27 - 01:21:06:27

Speaker 3

and one of the members of the committee was Alonzo Cantu. and I don't remember who the other members were, but there were 5 or 6 of them. And the bishop, I spent half a day talking to them. And at the end of the time with them, they said, you know, we really don't have the time for this.

01:21:06:29 - 01:21:45:12

Speaker 3

The only person who can approve it is conversion. Who was the one who had put me through all that in the first place. And so I ultimately wound up going back and meeting with the bishop and his lawyer. and we got, we had, some fairly heated discussions and, you know, for a number of issues, including price and how we arrive on it around at the price and real big time discussions about the fact that they were not going to sell us the land if there were going to be any abortions or euthanasia procedures.

01:21:45:22 - 01:22:18:10

Speaker 3

that took place on the land ever. And, I remember having a discussion with the bishop where he. He he was he he did not want to put anything in, in writing, in the contract, the option agreement about that. And I said, well, how are we going to know, you know, what the. You know, what the representations and the agreement of the diocese are with respect to this.

01:22:18:10 - 01:22:48:18

Speaker 3

And he said, I am a man of the cloth, and you just have to take my word for it. And, I don't know if you ever have any dealings with Bishop Payne. Yeah. But, and I remember saying, you know, the one thing I've learned, I'm not Catholic and not one of the things I've learned, Bishop Pena, is that you might be a man of the cloth, but that cloth is made by

our money because he is, you know, extracting is a God awful price from the sunlight.

01:22:48:20 - 01:23:27:07

Speaker 3

Remember, I learned that was part of the package when we went back and put that in with the Baffoe, and the EDC committed to step up and purchase the land. And then the way that thing was going to work out over time, format it it all worked out, and the diocese and the bishop sold it to that was going to go in the package and then ultimately be deeded over to, within the system at that time where we had to go the system, it was a system in Norfolk, gave a grant, gave a grant of, million and a half to Valley Baptist.

01:23:27:07 - 01:23:33:03

Speaker 3

And Valley Baptist used that grant money and exercised their option in front of the money and not.

01:23:33:20 - 01:23:36:01

Speaker 1

very circular.

01:23:36:03 - 01:24:03:01

Speaker 3

Well, we had to do it that way, in order to satisfy some constitutional requirements. Okay. That was when that whole issue about the second time for Mac Allen came up and, and we had, gone through a whole bunch of hoops to satisfy team that we had done it in such a way that it was constitutional. And, it had a big ruckus over a land donation up in Tyler.

01:24:03:13 - 01:24:09:09

Speaker 3

it got set aside by the court because of the way I was. And it was a pretty sensitive issue.

01:24:09:12 - 01:24:15:25

Speaker 1

Okay. And Valley Baptist granted it or donated it to the system eventually.

01:24:15:26 - 01:24:19:16

Speaker 3

And, several years later.

01:24:19:18 - 01:24:22:01

Speaker 1

And there was a reason they held on to it.

01:24:22:11 - 01:24:51:11

Speaker 3

the UT just didn't needed yet. Okay. And, and and we had we had it we had some issues about that came up because of those restrictions, having to

do with, abortion and, euthanasia. It came back to by this several times over in different ways over the years.

01:24:51:14 - 01:25:13:05

Speaker 1

The EDC grant was for more than 1.5 million, and the rest of that money was used to help develop the residency programs. I mean, part of the EDC money, only part of the EDC money went to buy the land or all of the EDC money went to buy.

01:25:13:05 - 01:25:14:29

Speaker 3

Them to two separate transactions.

01:25:15:03 - 01:25:15:28

Speaker 1

Okay.

01:25:16:00 - 01:25:40:02

Speaker 3

The original one was part of the original joint proposal. So the grant that I was just talking part of the back of the head, okay. What Randy had referred to earlier when we were looking at the joint proposal and Harlington was going to have to come up with its pro-rata share, okay. Of that, that that's for the EDC.

01:25:40:04 - 01:25:42:10

Speaker 3

So I was on the right.

01:25:42:16 - 01:25:43:14

Speaker 1

That's my minutes.

01:25:43:16 - 01:25:54:25

Speaker 3

Yeah. So what we did is we set up a total amount of \$3.5 million, 500,000 a year.

01:25:54:28 - 01:25:55:18

Speaker 1

Right.

01:25:55:20 - 01:26:04:18

Speaker 3

Was what the EDC was going to set aside for our program to year.

01:26:04:21 - 01:26:18:02

Speaker 1

And then when it wasn't a joint project, you still we're going to make the same commitments, a whole other story. Okay. That that this is the other story then. Okay. So okay. This is.

01:26:18:07 - 01:26:50:12

Speaker 3

It's it's a whole whole other story because when did y'all help me here? When did, what year did John has that down and what year did Francisco Segal roll become present 2002 to there's a change in leadership. John John House now was present with Tesco and then Francisco Segal roll was appointed president of course by the Board of Regents.

01:26:50:15 - 01:27:21:28

Speaker 3

So now we now we started dealing with Francisco okay. Example in 2001, 2002, Rosario. And early in 2001, remember, he had his snow water skiing accident and shattered his pelvis. Well that's right. And he ultimately decided to retire early. Right. And, that's when, it was mid-year 2001. And that's when Francisco took over.

01:27:22:00 - 01:27:23:28

Speaker 1

As took over the School of medicine.

01:27:24:01 - 01:27:24:14

Speaker 3

Yes.

01:27:24:17 - 01:27:32:15

Speaker 1

Okay. Yeah. Well, it was it was at the Health Science Center, not just the medical school on the whole. Okay. Tasca. Okay.

01:27:32:18 - 01:27:34:24

Speaker 3

Yes.

01:27:34:27 - 01:27:36:26

Speaker 2

There were other things going on, and the.

01:27:36:26 - 01:27:51:25

Speaker 3

And the young retired man died, and they they got a new medical school. Dean Steve Waterman. Oh, at the same time. And.

01:27:51:27 - 01:27:53:15

Speaker 1

Okay. And the ed you.

01:27:53:16 - 01:27:54:15

Speaker 3

Were getting ready to talk.

01:27:54:27 - 01:27:55:16

Speaker 1

yes.

01:27:55:18 - 01:28:17:20

Speaker 3

And I'm sure you were getting ready to talk about the time that Francisco came down to see if they could persuade us to give them that money. I was, I was and and I thought about this a number of times, and I still cannot remember the name of the business park. Andy. That was, you know, you move forward there.

01:28:17:20 - 01:28:47:12

Speaker 3

And so now we are we are dealing with the legislature. And so Harlingen, we injected ourselves in into the conversation because we had a stake in this. Now, even even though the funds from the legislature were right, you're going through you Tesco and then ultimately down, down the US. we'd always wondered how much admin costs were associated with these funds.

01:28:47:12 - 01:29:03:19

Speaker 3

That's that's an interesting, story, but I guess that would have been the session, of 2003. So, Sam. Right. Am I thinking right? I mean, every every year on year.

01:29:03:21 - 01:29:06:08

Speaker 1

August 2001.

01:29:06:10 - 01:29:14:23

Speaker 3

Yeah. Leo was already here because we met and Leo's office there in.

01:29:14:25 - 01:29:43:25

Speaker 3

I won't go through the complicated part of this, but the bottom line is, during that session, I believe I'm correct. In that session, we were very concerned about the viability of this thing getting off the ground. And you Tesco was concerned about it as well. And we love Francisco Segal role. and knew he was committed to it not to have committed.

01:29:43:25 - 01:30:36:19

Speaker 3

Some of the other folks were but in that regard, Francisco knew that the EDC had 3.5 million set aside to help. And and we agree we we would help you. Tesco. As long as it was related to to the RAC. You're here in Harlington. And what we're looking at is a budget shortfall. Randy and I met with Francisco and the business manager here, here in Carlingford, and we talked about all of this and we said, well, our position was we'll look at giving you some money, but it's going to be the last dollars and you're going to have to spend everything that you have.

01:30:36:21 - 01:30:58:00

Speaker 3

You know, by the way, we we want to see what your expenditures have meant so far so we can anticipate. Well, Francisco, turn this all over. You know, the business manager and he said all of this and I'll get that. So

I don't know, a week and later, two weeks later or whatever it was, rainy. And I get the budget.

01:30:58:00 - 01:31:29:09

Speaker 3

Which number? Nine. They're already 9 or 10 months into the budget. They gave us a the this manager gives us a budget for the year. And we said budget. We want to see your actual numbers. Long story short, they never gave us the numbers. We never we never saw the actual expenditures on it. And at the end of the day, Francisco decided to walk away from there and not try to exercise.

01:31:29:11 - 01:32:17:25

Speaker 3

Getting any money out of it. Say we never were never spending right? Well, we did that for later on. Yeah. To make it even more complicated, probably. But. I said a little while ago that if there was a big issue about whether we had a contract with UT or UT Health Science Center San Antonio. Yes. If you if you were to sit down and go through the memorandum of understanding that was signed by the the cities and the county, there was a very detailed formula set out in that agreement that provided for these assessments to be paid by the big box and little box cities.

01:32:17:27 - 01:32:49:15

Speaker 3

And the whole purpose of that assessment is, in addition to providing a little bit of operating money for the foundation, was to fund what was defined in that agreement as the unfunded deficit of the regional academic health center. And because we knew that the appropriation from the state of Texas was not going to cover the entire cost of the operation of the rack, and that the local community had local communities, had some obligation to help support the rack.

01:32:49:15 - 01:33:26:07

Speaker 3

Also. And. Francisco, at some point had, the lawyer for the Health Science Center and Jack parks, look at the MOU and came across this language about the unfunded deficit. And that's what led to this. Him contacting us and and the unfunded deficit. It had very specific requirements about what the university had to do in order to be eligible or to get money from the foundation for that unfunded deficit.

01:33:26:09 - 01:33:50:08

Speaker 3

And it included providing us with the budget and include providing us with periodic reports on their expenditures and things like that, because we were going to go back to the cities and get them to give money, to help pay for all of this. And, and that's, that's one of the times, whenever the issue came up, was there a contractual obligation to do these various things or not?

01:33:50:08 - 01:34:15:17

Speaker 3

And Francisco, in that initial meeting was compliant, was saying that we were obligated to provide them with that money, and we were saying, we're not so sure y'all never signed anything. You know, beside the other. But if we do, then you've got to provide us with this information. And it became kind of an issue and, and the business manager, whatever his name was get pretty happy about that.

01:34:15:18 - 01:34:48:17

Speaker 3

Is that recall. He did. Yeah. Very happy. And Francisco finally backed off because he realized he was opening up a can of worms that he didn't want to open up. But it's the, you know, side note to all that interesting thing about how formula funding works at its state level. It's two years in the arrears. So when people are starting a new program, you really do need to have some local dollars to help fund that thing.

01:34:48:17 - 01:35:13:09

Speaker 3

Initially. And I think that's part of with what they were working at, here. I had more than one conversation with, with the business managers as well, and there were several things going on. I said I was caught on my first board that time, and I indicated to him one time, or maybe we need to have an audit informally.

01:35:13:10 - 01:35:20:20

Speaker 3

You talk about start on audits now. I mean, you definitely don't want it to nest.

01:35:20:23 - 01:35:49:24

Speaker 3

But, you know, where are you looking at it? I mean, we were a little bit. Yeah. Down here. Randy referred to it many times in other interviews about getting the crumbs. So here we are. We've gotten what we asked for. We heard what Pat and said repeatedly now. And, you know, now you're in the family. And now, you know, we feel like we're at the back of a line again.

01:35:50:01 - 01:36:15:20

Speaker 3

We had to get involved in the legislative process. We had to get involved in the funding. But I tell you what, when we were going to Austin and and would set up meetings, would never do our new tester found out about it every single time. And whether we invited them into the meeting or not, they came. They showed up to system and the system where we would be there.

01:36:16:04 - 01:36:34:17

Speaker 3

the the well, he's not a lobbyist. They're governmental affairs person. I'm under this. You from Valley worked for Senator Lucio. Did he work for the House, too? I don't I can't remember any all of this new Armando very well. So.

01:36:34:19 - 01:36:39:00

Speaker 1

And but they showed up whenever you were meeting a legislator.

01:36:39:02 - 01:36:40:05

Speaker 3

What was the lieutenant governor?

01:36:40:12 - 01:36:42:07

Speaker 1

0101 the governor, the lieutenant.

01:36:42:09 - 01:36:54:04

Speaker 2

Governor would have a few of his staff. Excuse me, you know, come and it would be the Harlingen group. But at the last minute, here comes the San Antonio. But I.

01:36:54:06 - 01:37:09:06

Speaker 3

Won't. And they would show up in meetings with chairs and Senate Finance and House appropriations. You know, whoever we were meeting with, they would show, you know, Armando did a good job of finding out about all those meetings. And they.

01:37:09:08 - 01:37:10:06

Speaker 2

Are plants and every.

01:37:10:06 - 01:37:44:00

Speaker 3

Office is Randy said the system would be there to bury me. who was the governor would like to introduce Mike Millsap. Yeah. Millsap. And originally in the very beginning and the system would have their governmental affairs person there as well. Initially when I heard the first couple of years before we had students in residence, the funding for this thing, the first, the first, biennium it was to hold over funding from the South Texas Border Initiative.

01:37:44:12 - 01:38:07:29

Speaker 3

it was a few million dollars. It wasn't very much money. And and we didn't need a whole lot of money at that first part. And we were just trying to get agreements negotiated and things like that. Yeah. The first biennium were it really was the regional academic health center, part of the funds came through and were, in the budget for UT Health Science Center, San Antonio.

01:38:08:02 - 01:38:30:12

Speaker 3

Part of the funds were in the UT system budget and part of the funds, which I guess we're also in the system budget at the time were was interest off of the tobacco settlement and so it came from 3 or 4

different places, and they weren't all controlled by the same people. And some of them, we didn't have a proposal to do this.

01:38:30:12 - 01:38:52:25

Speaker 3

I didn't, but, you know, depending on whose budget it was and who was going to actually control the money, it might or might not be subject to what they called referred to as the president's tax. and, you know, where they would just basically write money off of the top and, and use it for whatever they wanted to use it for.

01:38:52:26 - 01:39:27:11

Speaker 3

So we were really struggling for money there the first couple of years. And there was no doubt that San Antonio needed more money. And, whenever they came to us, but, you know, we were not we didn't think we were the only source for that money, by any stretch of the imagination. And we were part of the reason why we were going and talking to the lieutenant governor and talking to the governor and talking to the speaker and and others up there was to try and get increases in the appropriation.

01:39:27:14 - 01:39:48:06

Speaker 3

And part of the reason why we wanted to have those conversations ourselves directly with them is, is because if you system had the discussions without us there, or if San Antonio had the discussions without us there, we never knew when we were getting traded for something at some of the priority that we had and all that sort of stuff.

01:39:48:07 - 01:39:55:14

Speaker 1

But you still never knew how much was supposed to be going to you by how much was taken to be given to you.

01:39:55:15 - 01:40:17:18

Speaker 3

Well, we did that and we would find out eventually. You know, whenever the appropriation bill, would get finalized in the legislature. But but we were always having to go back later on and get, supplemental money through the Legislative budget Board or the governor and the speaker and I looked at lieutenant governor, afterwards, because we've run out, there wouldn't be enough money.

01:40:17:20 - 01:40:46:06

Speaker 3

And and part of it was also, you know, again, Bubba knew all about this because being on the coordinating board, it was kind of news to me. We began to see how inflated some of the budget items were. for, the regional academic health center. The one that I always remember is the, the, campus cops and the for for the regional academic health center.

01:40:46:06 - 01:41:08:03

Speaker 3

There was \$2 million in the, in the budget for, the biennium for campus, for two campus cops down here on the campus here in Harlingen. And, that was before we even had a building, as I recall, before we had a building. So we knew it was all going to San Antonio, you know, to cover a shortfall up there.

01:41:08:03 - 01:41:35:19

Speaker 3

I remember we nosed around a little bit and, to talk to the folks at Valley Baptist. I don't remember the number exactly that they cared about. Outsourced that to a Valley Baptist for a couple of hundred grand or something like that. I mean, what we wanted to do and what we talked about then in our ideal world, was getting that money for the rack in the base budget.

01:41:35:21 - 01:42:06:06

Speaker 3

Okay. And have it come directly to us. We never got that accomplished. but that that's what we would have preferred that way as being the right. Yeah. Us being the right, us being the people. Why? And I think more and more. And it'd be a lifeline. because if you're, you know, if you're not in the line item, then, you're starting off behind, in the appropriations by which we were doing every two years anyway.

01:42:06:07 - 01:42:12:21

Speaker 3

Okay. Had to go find.

01:42:12:23 - 01:42:27:27

Speaker 1

At this point, they're starting construction on the rack medical education building. Was that out of your hands, really? And being done by the UT system or the.

01:42:28:00 - 01:42:56:02

Speaker 3

Well, it. Yes, it actually was being done. it has to at that point. Those were, tuition revenue bonds or money. actually the initial building was, yeah. Post money for the initial building. That's right. And then the second, second building was, to the other issues to our bodies.

01:42:56:05 - 01:43:01:16

Speaker 1

Okay. And it could be enough money because it was partly UTSA that.

01:43:01:18 - 01:43:06:08

Speaker 3

Well, well, you know, the Health Science Center, not that the general academic station.

01:43:06:10 - 01:43:08:20

Speaker 1

Oh, because. Yes. I'm sorry. Yeah, they were separate.

01:43:08:20 - 01:43:27:20

Speaker 3

There, but here, I mean, you got it exactly right. But they were opposing institution. So this was a they're you know, they're building for the Iraq. So yeah, they could legitimately be, big off money.

01:43:27:22 - 01:43:35:03

Speaker 1

And starting the curriculum, getting the faculty.

01:43:35:11 - 01:43:41:10

Speaker 3

first thing we had to do is recruit a dean. 1930.

01:43:41:13 - 01:43:47:16

Speaker 1

And did you get input here from the doctors in the hospital who and helped bring the rank?

01:43:47:19 - 01:44:13:25

Speaker 3

There were, there was a search committee that was appointed, it was chaired by a doctor on the faculty in San Antonio named May and Claire. I was on that search committee. doctor from San Benito Medical Associates was on that committee.

01:44:13:27 - 01:44:38:17

Speaker 3

And maybe one other person from the community down here that was on that committee. I don't remember for sure, but if there was, I can't remember now. It was it was a pretty large search committee, probably ten, 15 people. Okay. But most of them were from, Health Science Center in San Antonio. I went to those are all put together under the radio regional rules.

01:44:38:20 - 01:45:22:27

Speaker 3

Okay. So they have to have very specific people on there. obviously Grady would have been a community member of that, of that community. I mean, of that community. And then you have, faculty members as well, and, and others so that when he talks about a large group coming in committee, it's because of all the components of it, because they want to try to get as much input is been can and at the end of the day, it's been it's been, the ultimate decision of hire would rest with President of the, you know, health science Center.

01:45:22:29 - 01:45:55:12

Speaker 3

And we, we that search committee started and, I think it that fury of 1999 and we. Interviewed the. Chairman. There were a lot of applicants, you know, 50 or 60 applicants. one of the interesting things about it was that, in the initial year, they put notices of the opening in various journals and things like that.

01:45:55:12 - 01:46:36:13

Speaker 3

And, we got a number of applicants, and there was not a as I recall, there was not a single Hispanic applicant. And that was of some concern to, some of the good to everybody, really, and particularly to some of us from the Valley and, we asked the people at the Health Science Center and in Damien's office to help us go out and see if we could recruit, some folks to come to consider the possibility of applying for the job.

01:46:36:13 - 01:47:07:24

Speaker 3

And, and they did a, a review of all of the medical schools in the entire United States. And at the time, there were like 175 accredited medical schools for faculty members and particularly people associate deans and things like that. who had a Spanish surname and put in an airplane all of the medical schools in the entire United States, I think the number was there was 247 or something like that.

01:47:07:24 - 01:47:41:13

Speaker 3

I mean, basically no more than one for medical school. I, I was astonished, and we've got a couple of them to applied, as a result of that. And we went through the entire process and narrowed it down to two people. And at the end of the process, I never forget we were having our last meeting where we were going to decide on because we were charged with recommending one person to the Dean young and to the, Doctor Hill.

01:47:41:15 - 01:48:11:14

Speaker 3

And the way we were headed down to two, and we were going to decide which one we were going to recommend. There was a surgeon for the head of the surgery residency program in San Antonio. His name is Ken Ceramic. he was on the search committee. We were meeting on the the top floor of Golden Palms, and you could look it out and and see the site, where the right building was going to be built out like a slab have even been forwarded.

01:48:11:15 - 01:48:24:23

Speaker 3

I know it hadn't been. It was still a cotton field. And we're sitting there trying to side for these two. Ken and I looked at each other and we just both went.

01:48:24:26 - 01:48:57:13

Speaker 3

Right. These neither one of these people is what we're looking for. And we had we asked them to scratch the process. And it just so happened at that time, Doctor Buchanan, told me or and or somebody about this doctor who was a, vice president at Texas Tech School of Medicine, who was from the Valley from Farr, Texas, who might be interested in coming home.

01:48:57:13 - 01:49:20:21

Speaker 3

And that was Lee up. And we approached Leo and I asked him if he would apply. It just so happened his father was very, very ill at the time, and

he was jumped at the opportunity to have an opportunity to come home and be close to the family. And he applied is absolutely. He interviewed the quality of the committee of what?

01:49:20:24 - 01:49:41:05

Speaker 3

And the search committee was there, and he was head and shoulders above everybody else that had applied. And that's how we wound up. Was Lee up was an original thing, and he'd committed and accepted the job in the summer of 2000, of 1999, late summer, maybe early.

01:49:41:05 - 01:49:46:26

Unknown

Fall of 1999.

01:49:46:28 - 01:49:49:26

Unknown

Okay.

01:49:49:28 - 01:50:01:18

Speaker 1

And did did the local people have any input on. Okay. On the building itself? Nope.

01:50:01:21 - 01:50:10:28

Speaker 2

Okay. No, I think we made an inquiry to somebody about the architectural design just to see if.

01:50:11:00 - 01:50:13:04

Speaker 3

Well, there is one funny story about that.

01:50:13:04 - 01:50:13:28

Speaker 2

Okay.

01:50:14:00 - 01:50:21:10

Speaker 3

And what's still the story about Lucio and and Francisco and calling him out and saying, what's wrong with this?

01:50:21:18 - 01:50:39:28

Speaker 2

well, the building had been built and they were having a reception at dinner. Whatever it. Senator Lucio was there, and Francisco was there as the president, the Castro and, who else was there? Somebody else, Richard Daley.

01:50:40:11 - 01:50:41:00

Speaker 2

Oh, yeah. Okay.

01:50:41:00 - 01:50:45:11

Speaker 3

So it was the event. It was architect in charge of the project.

01:50:45:14 - 01:51:05:01

Speaker 2

But anyway, we were all we were parking out in front. It must have been fall or whatever, but it was dark outside. So we're walking up to the building now, looking around really dark out here. And we get inside. We have the dinner. So somebody yeah, I bring somebody out of layout de La and I said, Doctor Vale, this is a wonderful building.

01:51:05:01 - 01:51:24:13

Speaker 2

And oh, he's just so excited that I had a look outside and I said, what do you see? And he said, oh, I see this wonderful vision of all these students and, and all of this education is happening in this building. But I said, I don't see anything. It is so dark out here anyway. Oh, so the number center lights the same thing and said, what do you see?

01:51:24:13 - 01:51:42:24

Speaker 2

And he said, oh, this is a fabulous station. I can see the hospital over there. I can see all of the future of the medical, the health care down here. All right. I can see anything. It is so dark out here. And then Richard Daley, both of these guys sent me to Richard at that point to bring Richard over here.

01:51:42:26 - 01:51:48:17

Speaker 2

Richard was the, grounds for what was his title?

01:51:48:19 - 01:51:52:10

Speaker 3

You know, it was construction supervisor.

01:51:52:13 - 01:51:58:12

Speaker 2

Yeah. Okay. Manager. Yeah, he had whatever that was. So anyway, I brought him outside.

01:51:58:14 - 01:52:00:21

Speaker 3

For the orange board all the time. I mean, Roger.

01:52:00:23 - 01:52:03:29

Speaker 2

Of course. He knew him. Well, they're all going to pay attention to me since I know.

01:52:04:05 - 01:52:06:18

Speaker 3

He was from Harlingen. Yeah, yeah, originally.

01:52:06:24 - 01:52:25:24

Speaker 2

And so I think it was. Well, it's the last person to be talked to was a doctor. so, you know, and he was outside and he said, I'm going to get Richard over to, to and all start talking about what you need. And so that's how we got some outside. Further outside. Lonnie. It was down. I mean, to me it wasn't safe.

01:52:25:25 - 01:52:38:00

Speaker 2

If you've got students walking around, which is where the library is in that building, and you want to make sure people are safe on campus, which is obviously come through in the last few years, everywhere.

01:52:38:07 - 01:53:00:26

Speaker 3

There was the input into the design of the building, but it didn't come from us. The, you've been I'm sure you've been on the UT Austin campus. You know, the UT we have it when you see the UC Austin campus. at least the original campus portion of it is has kind of a, mandatory neon flavor to the architectural style.

01:53:01:01 - 01:53:33:08

Speaker 3

Right? That's particularly true. you know, U-T Austin has a world famous architecture college. And the building that that architecture, college is in is, very Mediterranean. And at the time, I can't remember the gentleman's name. That was the dean of architecture at the time. But he was a very, very well known, very world renowned architect and art and architecture and academic accommodation.

01:53:33:11 - 01:54:17:17

Speaker 3

And, they could the UT Board of Regents consulted with him about the design of the building, and he recommended a architecture firm from France, I think, to design the building. And they came up with, some building drawings. I never saw them, but I understand that they were ultramodern and very, you know, With wood, it would have been an enormous statement, for, for it and it would have been something that everybody would have recognized worldwide.

01:54:17:19 - 01:54:38:16

Speaker 3

And they presented those drawings to the Board of Regents. And Tony saw just went ballistic. Right. And and he said, if we're going to build a building down there, it's going to be Mediterranean, just like the UT Austin campus. And he I think they had already put these, our, this architecture firm on retainer or something like that.

01:54:38:16 - 01:54:58:01

Speaker 3

He got fired and then they hired somebody new to do it. And we wound up with the the building that we have, which is absolutely gorgeous. And it blew everybody away when we first saw it here. But it is nothing like what the original proposal was.

01:54:58:04 - 01:55:01:15

Speaker 2

The one a little impact on?

01:55:01:17 - 01:55:04:12

Speaker 3

I don't think so. I don't I'm not.

01:55:04:14 - 01:55:37:27

Speaker 2

Kind of the \$0.02 worth in on some of that. But now the the local community other than the chamber trying to help out with some things from the proposal and the community didn't know much about it. Thank you. I mean, how do you I guess I'm asked my question is, to this day, I don't think all of that many people know that much about medical education, and I don't know that they know how to get involved.

01:55:37:29 - 01:55:47:25

Speaker 2

That'll be a story, too, with Randy, when he, helped put the foundation, the South Texas Medical Foundation, together, what year was when did you do that?

01:55:48:01 - 01:55:50:01

Speaker 3

2010.

01:55:50:03 - 01:56:14:14

Speaker 2

And we thought that that would be a nice valley wide project, but then we tried to get some members on it from other parts of the valley, which we didn't fill full extent, but there's a I don't know what it is that we can't seem to generate a whole lot of enthusiasm from any community about it.

01:56:14:16 - 01:56:43:17

Speaker 3

I know it was difficult. I mean, we were the, you know, these are my words. We were the stepchild. you always had people in San Antonio saying, well, why are these resources going to the Valley as opposed to, staying here in San Antonio? you know, what's normal and customary in something like this is you you've got a development board that becomes your reliance on the president.

01:56:43:17 - 01:57:19:26

Speaker 3

Keeps in touch with those people. and but we didn't have an offshoot of the development board down here. So what? What San Antonio wanted us to do, and they didn't mind soliciting us for for funds from us to give our money locally to to San Antonio. And you know what the question was? Is any of this money and, but then down here and of course, no one can ever at least couldn't speak to, for for my satisfaction.

01:57:19:29 - 01:57:43:24

Speaker 3

So to me, over this whole period of time, you know, we just we had this structure, child relationship, and then, of course, as time went on and Alicia's bill passed and realized that we could actually have a med school, you know that now you've got the other shit saying, how do I go ahead and get rid of these people?

01:57:43:28 - 01:58:14:00

Speaker 3

I just I feel like that whole relationship, somebody to write a book on that, quite frankly, is, is, is as well almost how, how not to, to do something so and says other than you know, the, the three of us for, for, you know, some of the same reasons, a little different reasons. you know, nobody else really knew what was going on when any, any direct, you know, relationships.

01:58:14:02 - 01:58:27:13

Speaker 3

That is kind of what my book is sort of about if I finish it. But it's, you know, my view of the whole thing is that,

01:58:27:15 - 01:58:53:02

Speaker 3

There are there is a way that this thing could have been handled from the very beginning by the by UT they, they have a lot of experience and a lot of expertise in establishing and operating medical education programs and health science centers. They are experts at doing that. And they have lots and lots of talent for doing that.

01:58:53:04 - 01:59:28:29

Speaker 3

And so if you were going to start a new medical education endeavor like the regional academic health center, the logical thing to me is that you decide what it is that you're trying to do. You decide, you know, on the basis of arguments of merit and quality and things like that, what how best to go about doing it where it ought to be located, whether it ought to be distributed across America or not, and those sorts of things, and set about doing that.

01:59:29:02 - 01:59:52:09

Speaker 3

You don't look to the local communities to answer those questions for you and to solve those problems for you. And you certainly don't do it in a way that pits all of the local communities against each other. in the process of coming up with an answer to a question that you ought to be answering yourself in the first.

01:59:52:09 - 01:59:54:19

Speaker 1

Place, because you have the knowledge and experience.

01:59:54:19 - 02:00:24:01

Speaker 3

It and, and and then expect at the end of the day, after you've gone through that process, to have all of the communities that you have rendered asunder through this process, to then work together, to help make it a success. And so and what they did instead, at that point in time, was divided in an effort to politically satisfy everybody.

02:00:24:01 - 02:00:51:18

Speaker 3

They divided the regional academic health center up in a way that was sort of arbitrary and that was counterproductive to the end objective and, and a whole lot of different ways, you know, everybody it became apparent to me and I think, yeah, I'm sure it was apparent to them, because I know a hell of a lot more about all this than I ever did or will.

02:00:51:28 - 02:01:29:24

Speaker 3

but it became apparent to me spending one afternoon was David Altman and my wife, and one afternoon with Ethel Weinberg, and one afternoon with Carol Brenner that there was absolutely no way that any one community in the Valley was ever going to be able to do this in a sustainable way by themselves. There is there are reasons why medical schools and health science centers are not built in communities of 75 to 100,000 people, because there's just not enough volume there to support it.

02:01:29:27 - 02:02:17:22

Speaker 3

And so you're going to have to have it's regional in concept. The legislation called for it to be regional in concept. And it did, in my view, virtually everything they could to make sure that regional was going to be virtually unattainable. And, you know, we've bit we've lived with those things ever since. And part of what the result of all of that was the way they divided it, it made it very difficult for any one community to sort of, you know, completely unify and in a way behind the thing to take part of the problem is, is that and I the other part of the speech that I always give to everybody about crumbs

02:02:17:22 - 02:02:49:16

Speaker 3

that fall off the end of the table when they do fall off the end of the table and we have something we we here in the Valley don't necessarily deal with it in, in the most efficient and effective way, because we don't have a whole lot of experience in doing that. And what I mean by that is most of the folks here in Harlem and elsewhere in the Valley, whenever the regional academic health center was created, to the extent that they understood what it was thought, well, this is great.

02:02:49:18 - 02:02:58:21

Speaker 3

Now let's just sit back and wait for the dollars to flow and wait for the legislature and the university to take care of everything and.

02:02:58:23 - 02:02:59:14

Speaker 2

To start seeing.

02:02:59:14 - 02:03:30:06

Speaker 3

Patients. And we'll just enjoy the benefits of it. And without having any appreciation for the responsible ante that goes along with having something like that in your community. For example, in our original proposal, we had some very definitive commitments that were made for philanthropy, not only for Harlingen, but for the other communities around the valley to raise money to support these various things.

02:03:30:08 - 02:04:15:00

Speaker 3

You know, we've never really had a, and a very effective, yeah. And that's being nice. follow up on on that, because people don't understand the extent of that responsibility. And so there have been a whole lot of things that could have happened had been structured differently. you know, it. Had had the university handled the process and the and the policy making decision process in a different way than they did instead of instead of just nailing jello on the way to to the working title in my book.

02:04:15:03 - 02:04:44:20

Speaker 3

And to give you a real great example of that, one, I think my numbers are pretty close to being right. Is the state appropriation for being general like an institution for health related institutions over the last 3 or 4 decades has gone just like this. And the last thing in and I saw, I believe, at a Chancellor council meeting is it's around 15%.

02:04:44:22 - 02:05:14:25

Speaker 3

Now, think about that a minute. You know, people like Randy said that and that's it. And that's that's the top. Yeah. That's the most institutions that 10 to 11%. So so what most people find it for it's a state institution. Like Randy said. Oh boy. You know now the money is going to flow in. It didn't work like that, where you sit down and explain to somebody that it's, you know, between 10 and 15% or, you know, that's the maximum that you get.

02:05:14:28 - 02:05:42:22

Speaker 3

You've got to go out through various and other sources and raise somewhere between 85 and 90% to operate an institution. That is exactly one of the reasons we were talking before we started here today about the referendum in Hidalgo County yesterday and what happened with it last time in this town, and part of the reason why it went down.

02:05:42:23 - 02:06:14:15

Speaker 3

So I think part of the reason why it went down so dramatically is because it was billed as a, at least in part, as raising money tax dollars, local tax dollars to help pay for the medical school. The perception of virtually everybody in the community is, is why the would you be taxing

us to raise money from you to, which is one of the richest, educational institutions in the world.

02:06:14:17 - 02:06:50:26

Speaker 3

And and that's okay. That's because they think that all that money to operate the medical school is going to count automatically from UT somehow or another, when in fact it doesn't. And I don't know if you've ever been at any of the presentations that I've made before. Rotary and stuff like that. I always wind up with this pie showing a pie chart that shows where the money for and medical school comes from, and then about 10 to 11% of most of the medical schools in the UT system, come from legislative appropriations.

02:06:50:26 - 02:07:08:06

Speaker 3

And the rest of it comes from a whole bunch of other places, none of which is state money, little slivers. Yeah, but pie chart of the big sliver is, you know, the treating patients. Yeah, 50% is treating patients patient revenues.

02:07:08:09 - 02:07:39:29

Speaker 2

Another example of that non success until a little bit ago was the research building in Edinburg. The dean Leo Baylor had to be exact to go back and forth. It would have been a great opportunity if we would have had a big kind of a business, whether USAA or AT&T or some huge corporation that would give dollars to have gotten some funding for the research that actually happened in that building when Robert Nelson was the president of the UT Pan Am.

02:07:40:01 - 02:08:00:08

Speaker 2

I remember his he was just why he said, we need some space so bad at UT, and we're out doing everything. We're trying hard to at least use the research building just for space. And that was a big issue for him, he said. There's nobody in and nothing is going on over there. I think they had a placement.

02:08:00:11 - 02:08:05:07

Speaker 3

We've got somebody else in headquarters and a pharmacy program in there. You know, that would be.

02:08:05:09 - 02:08:10:25

Speaker 2

Well, yeah, little, but it's it's just like, what are you doing with it?

02:08:10:27 - 02:08:39:24

Speaker 3

You know, we just we just don't have large foundations down here. And I just got back from, Galveston where she attended, oh. The a fundraiser for her, nursing school. And you go up there, they have the Sealy

Foundation, they have the Moody Foundation. I mean, these are people and foundation that literally give hundreds of millions of dollars.

02:08:40:00 - 02:09:02:13

Speaker 3

We're not we're not talking small amounts of money. the the first robo sergeant ever in the state of Texas or Utmb began, and I happened to be there the day the government conducted scrub up and they're watching. All they had to do is walk next door to the Dooley Foundation and say, can you give us a couple of checks?

02:09:02:13 - 02:09:07:15

Speaker 2

Million dollars each for the robo sergeant. And we got to,

02:09:07:17 - 02:09:48:19

Speaker 3

When we when we were building the first building, for the rack, it was 20, 20, the building and the equipment in it was \$25 million. And at the same time that we were under construction for that building, all of which came from, none of it was private donations. John Howard had a fundraising, capital campaign at the Health Science Center in San Antonio and raised \$15 million in the, private all private donations in the space of, I don't know, a month or something like that to build a parking garage.

02:09:48:22 - 02:10:15:08

Speaker 3

And it's out. And I remember they're in the middle of all of that. we went to in fact, we were going up. I think it's the time that we went up to meet with Paddock's room, and Eleanor Moran was with us. I remember because we went to the UT football game and Allina Moran was sitting with next to me, and she had never been to a football game before, and she had certainly never been.

02:10:15:08 - 02:10:47:22

Speaker 3

And and Darrell Kay, Royal Memorial Stadium, and she was so upset because of the scoreboard at, the UT Austin Football Stadium, which was the result of a \$10 million donation, 10 or \$15 million donation from judge email. And we were struggling to try to try and get money from the regional academic health center. And here was, you know, more than three times the amount of money that we needed.

02:10:48:13 - 02:10:53:29

Speaker 3

you know, for a scoreboard in a football stadium.

02:10:54:01 - 02:11:28:22

Speaker 3

But it's just it's it's part of the challenge of, of doing something like this and a number one, a small community. Number two for community is number three, a community that doesn't really have any experience or background in doing that. You know, we we talked about, you know, we've

all served on the development board of UT Brownsville and at one time or another and, and, we've talked about endowments for UT Brownsville and, you know, how much money we need to raise.

02:11:28:22 - 02:11:43:14

Speaker 3

And then we look at how much money is sitting in endowment for UT Austin and UT Dallas and places like that. And it's embarrassing, how little money, you know, is raised locally.

02:11:43:16 - 02:12:06:17

Speaker 2

There. It's getting better, I'll tell you that the u t v the development board on that. There is now a development person they've hired Grimes, Kelly Cronin. They raised 26 million last year and they're on track to do it again for next year, which is what Julia Bryce at UT Brownsville I think 2 to 4 million probably never seen that.

02:12:06:20 - 02:12:09:17

Speaker 1

Although there was no role model for people.

02:12:09:17 - 02:12:12:04

Speaker 3

A huge chunk of that 26 million was one year.

02:12:12:09 - 02:12:34:29

Speaker 2

Yeah, 15 million. But that's the point. You know, I just I'd love to go to one person and say, you just go ahead and check for 15 or 20 million and that counts. But we don't have that. Over in Arlington. One of the last things we talked about was when Steve Ogden, you remember, and this is a perception issue, he was on some committee in in the legislature.

02:12:34:29 - 02:12:38:22

Speaker 2

And we think he was a state rep and then went on to win state that Senate.

02:12:38:24 - 02:12:39:26

Speaker 3

Steve, I.

02:12:39:29 - 02:12:40:08

Speaker 2

Became.

02:12:40:08 - 02:12:41:12

Speaker 3

Famous.

02:12:41:14 - 02:13:00:20

Speaker 2

But I'm thinking when he stepped down, Lucio must have invited him because it was a little meeting at SDC and he made the presentation of y'all are talking about a medical school here in the Rio Grande Valley. Forget it. It's going to be \$250 million. Y'all not have it. You don't have the infrastructure. You're not going to get the money.

02:13:00:20 - 02:13:29:08

Speaker 2

The state can't afford it. And everything he said was to Fort Cold Water on our idea. Our dream ended every year. Let them build car as they are, obviously. But as we go upstate and we go to the legislature and we talk to different for old friends, new friends, whatever, there is this perception down here that we are illiterate, ignorant, poor, can't deal with things by ourselves.

02:13:29:08 - 02:13:52:02

Speaker 2

So we need to get the crumbs and we should be so happy to get the crumbs from anybody. They will throw them at us and even doctor friends, because we were, we were in Austin not too long ago. We were having dinner with Doctor Bailey, and we walked out and there were three physician friends of ours in Austin sitting here, and we said, hey, y'all, I'm right back, Bailey.

02:13:52:04 - 02:14:27:25

Speaker 2

And we're talking about the search for a new dean from Central School. And this guy is just like this, like. we've got a lot to overcome. So that's the reason I'm. I'm so proud of the fact that we got this. We talked about health center 20 years ago. We in Harlingen had the most and the best qualified, board certified physicians that wanted to teach and wanted to be involved in this medical school or the at least the regional academic council.

02:14:27:27 - 02:14:37:20

Speaker 2

So we got a long way to go, but we need more ambassadors from here to be out there in the world. And we're good. Facilities would help.

02:14:37:22 - 02:15:02:06

Speaker 1

Okay. There were separate voices or joining voices here. And do you think it would have gone any better if there was a larger organization or. To to, give it a higher to give the rack a higher profile? Yes. You know, a full time person advocating for it, is that what it needed or how?

02:15:02:08 - 02:15:12:04

Speaker 2

Well, in my in, I think we got some really good people for the rack. I agree, Doctor Taylor. He did a good job too.

02:15:12:06 - 02:15:18:16

Speaker 1

Nice, right?

02:15:18:18 - 02:15:39:15

Speaker 2

Let's throw it outside. But there wasn't any money. There wasn't. There were no resources to hire anybody to help do that. Whether it was let's organize trips. Let's go see the sick of this, research component over in Edinburgh. Most people don't even know about it. Let's have tours of the rack and then have luncheons and dinners or whatever.

02:15:39:18 - 02:15:57:27

Speaker 2

We've had a few events over there, but it's been for the insiders, the administration, the doctors, and maybe some of the chamber people. But there hasn't been that much excitement, in my opinion, in the city of Hartford or even Cameron County, probably.

02:15:58:00 - 02:16:23:17

Speaker 3

Well, I'll, I'll sound like a broken record on this, but part of the problem, I think, is, is that I'll go back to what I said earlier about UT relying on the local community to solve so many problems that they ought to be addressing themselves. But we talked earlier about the concern here locally that if people contributed money that it would go to San Antonio.

02:16:23:28 - 02:17:03:10

Speaker 3

Not here. We we talked initially part of the idea of the original foundation that we created, pursuant to the MOU was to be that umbrella organization that would be an advocate for a regional academic health center. And that's why we had representative from all the cities and all the counties from across the valley, that were on the initial board, and it was going to have a liaison that, function that was going to have a fundraising function for this unfunded deficit portion of the operating costs of the of the regional academic health center.

02:17:03:13 - 02:17:31:04

Speaker 3

And we spent a lot of time putting that together. You to never even, you know, town even scientists from the very beginning didn't like it, because, you know, just sort of destroyed the concept of a competitive bidding process. And his view after that, all of the bidding was over and proposal had been submitted, and they had made their decision about the triplets and all that sort of stuff I had.

02:17:31:06 - 02:18:16:21

Speaker 3

I was the president of the foundation initially, until we could get it off the ground and, and have, you know, a permanent organization with somebody else running it and, you know, big names and things like that. I had a number of meetings with, Charlie Mullins, Jim Buchanan, had one meeting with Bill Cunningham, the Chancellor, about it, had meetings with John Howe and Jim Young, to talk about, you know, having some support from the university and we never were able to get that from UT because

they've got their own way of thinking and dealing with these sorts of things.

02:18:16:23 - 02:18:48:24

Speaker 3

And they did not. And and they've got a huge rulebook that sets it all out. And the idea of having a local organization that had any responsibility for that sort of stuff, whenever the mothership was in San Antonio, was just something that they would not agree to and never would agree to, that whenever all that was going on, they would say, you can have a, you can have membership in the President's Council, the UT Health Science Center, San Antonio.

02:18:48:24 - 02:19:12:10

Speaker 3

You can donate your money up here. You can mark your contributions, whatever you want to do. But you can't have your own local organization that violates the Board of Regents rules. And to me, to me, you were never going to have the we were never going to be a priority for the President's Council in San Antonio to do things down here.

02:19:12:10 - 02:19:41:29

Speaker 3

It just wasn't going to work. And so it was another example to me of where you didn't really think through what needed to be done, down here to provide the infrastructure and the support, for fundraising activities and things like that. It's. Yeah. And I don't know whether it was that they didn't do it, didn't want to do it or whether it was intentional on their part.

02:19:41:29 - 02:20:00:11

Speaker 3

You know, it's it's, there's no way for me to know that, but what for? Whatever the reason, it happened or it didn't happen, and it was part of the reason that it's been difficult to get some of these things that we're talking about off the ground.

02:20:00:13 - 02:20:22:21

Speaker 1

Could some of this go back? And it would be all be speculation that San Antonio or the Health Science Center in San Antonio was interested in a valley rack, only to satisfy the requirements of the South Texas Border Initiative. There is or is that too?

02:20:22:24 - 02:20:52:27

Speaker 3

You know, it's, there's some of that, I don't know. I was I was having a, I was interviewing some applicants, Monday morning for the YouTube medical school. Just so happened that the two I interviewed on Monday morning had both had interviews at Santa Fe and the Health Science Center, San Antonio. And they were they were curious about what this medical school down here was all about.

02:20:52:27 - 02:21:21:12

Speaker 3

And both of them, this is independent of each other. But both of them said to me, I don't really understand, you know, what is going on with this medical school, because I interviewed in San Antonio and they told me that they're responsible for medical education in South Texas. And I think, you know, it is we've we've always talked about and that was absolutely true 15, 20 years ago, years ago.

02:21:21:15 - 02:22:03:06

Speaker 3

Yeah. I mean, there wasn't anybody else to do it except for them. And they had barriers with people in Driscoll and other places, territory and disputes about who had control over South Texas. And, we always had concerns, legitimate concerns. I think that. It was asking an awful lot of UT Health Science Center, San Antonio to help develop and nurture something that they knew sooner or later, the political pressure was going to be there to separate it and create a separate independent medical school.

02:22:03:06 - 02:22:32:13

Speaker 3

That was that they saw as competition for their student, for their programs, you know, and all that sort of the money, the money, I think their money, you know, they all all of these medical schools and particularly presidents and deans view, the, the battle for money for medical education is a zero sum game. They all think they're fighting over the same dollars and to some extent, and they are at least at the legislature.

02:22:32:15 - 02:23:12:21

Speaker 3

I personally think the individuals at San Antonio, over the years have been very, very generous with, and resources in helping develop programs and supporting the regional academic health center down here. At the same time, it's never been the priority for them and particularly their bosses. the that their own programs in San Antonio have been there are there are problems that we have confront obstacles that we have confronted down here, and not been able to solve that.

02:23:12:21 - 02:23:20:13

Speaker 3

We probably would have been able to solve if we'd had some help, from either San Antonio or immune system.

02:23:20:15 - 02:23:40:16

Speaker 2

Well, and then I think we kicked off that part, too, was when Jane Powell went on the Board of Regents and Francisco became chancellor. And I think they really started getting why haven't we now they get started getting this going. So it's a stand alone away from San Antonio Medical School and yeah.

02:23:40:19 - 02:24:20:10

Speaker 3

And it's, you know, both of them have been I mean, without them and their intervention, we wouldn't have what we have today. But they're also both interested in getting it out. San Antonio, and particularly Francisco. And it you know, it it's just natural. But you know, an example of what I'm talking about, but and, you know, Bubba was very involved in this, you know, one of the, one of the issues that we had from the very beginning, was the financial support for residency programs, as part of our proposal.

02:24:20:10 - 02:25:08:02

Speaker 3

And the reason we had that issue was because under the Balanced Budget Act of 1986, you're capped at, as far as Medicare reimbursement for your residents, your capped at whatever you had as, December 31st, 1986 and the family practice residency program at Valley Band. This got accredited 3 or 4 weeks before that deadline. And so they're capped for Medicare reimbursement is the money that they get for that residency program and a new residency program, including the three that we were proposing to start as part of the right that were on their own, they didn't they weren't going to get any Medicare money for that.

02:25:08:05 - 02:25:44:00

Speaker 3

And this all occurred, all this time that we're talking about occurred during the Bush administration in Washington. And, you know, but in the end had contacts in the white House. And, you know, we were trying to put together a demonstration project, to help find a waiver or, a way around that cap. we spent a lot of time and and that had to spend a lot of money, on developing a a proposal for a demonstration project.

02:25:44:03 - 02:26:18:19

Speaker 3

And, you know, we never really had the full throated support of the UT system for that. And, I don't know if ultimately whether it would have made the difference or not, but we just didn't, the another example is under the Affordable Care Act, whenever they, came up with as part of that, with 1500, now unused unallocated residencies, that they were going to move around the country, they weren't being used by anybody in Texas.

02:26:18:19 - 02:26:47:13

Speaker 3

Got none of them, 1500. And we begged and begged and begged Community system to get involved in helping lobby for some of those slots. And we just couldn't get them to do that. And it's not that they didn't want to help us or anything like that. It just wasn't a priority for them. And so there, you know, lots of issues like that where you would hope that you would end up with an institution that big.

02:26:47:13 - 02:27:03:16

Speaker 3

You would have more, more help, than than we did. And it's part of the reason why the, the new residency programs are for today and instead of at Valley Baptist, just because of that cap issue.

02:27:03:18 - 02:27:06:20

Speaker 1

And what do they come under or they're just all privately funded.

02:27:06:20 - 02:27:14:26

Speaker 3

They're paying for it out of the what's called the 1115 waiver. And with you, Dean Martin, you see, is is this.

02:27:14:29 - 02:27:15:11

Speaker 1

Did come.

02:27:15:11 - 02:27:19:20

Speaker 3

Through \$1 million for the.

02:27:19:22 - 02:27:26:25

Speaker 1

Have they covered it at the other, hospitals? No.

02:27:26:27 - 02:27:46:03

Speaker 3

Okay. Well, that's not true. They're paying for part of the psychiatry residency program. So this was, you know, coming up with, the local match for the 11, \$1,500. Sure about that? Yeah. Validators. Brownsville. All right. Okay.

02:27:46:05 - 02:27:49:15

Speaker 1

Well, we've done another hour and a half here, so.