

Speaker 1 00:00
Deserve.

Speaker 2 00:01
All right.

Speaker 1 00:03
Here we are. We've already finished talking about you. That working, okay. Three. It is a tree sanitation. We're a good shape. Yeah,

Speaker 2 00:31
How are you? I have not

Speaker 1 00:37
Run away. Military. Yes, she

Speaker 2 00:45
Does. Well,

Speaker 3 00:47
You remember francy? Don't you bill? Yeah.

Speaker 1 00:52
Failed. The wines in here. You all red or what? All right, be great. It's right over here. Bill shrimp.

Speaker 2 01:03
Yeah. Okay.

Speaker 1 01:05
Like he saved up lunch.

Speaker 2 01:07
Yeah, you

Speaker 4 01:09
We say,

Speaker 2 01:10
Oh you're women are out of town. You're in, you're having

Speaker 1 01:14
To bet you guys. Know that. Oh,

Speaker 2 01:17
Serious problem.

Speaker 1 01:18
That is excited. I think it's on having feeds yourself, huh? Yeah. Where are all your women?

Speaker 2 01:26
Well, My wife is somewhere in town. I'm not sure where

Speaker 1 01:31
Oh,

Speaker 5 01:32
Somewhere

Speaker 2 01:32
County. A good gig going.

Speaker 1 01:38
Oh, wow. Of course. Oh, you're starting to do that again? No, yeah. Why not? I know, I know. We have some friends who just got back from a That's their daughter was in competition for something or another in Vegas. And he came back with a covet. Like yeah, tell them. You never know. No. Well,

Speaker 2 02:13
So far I haven't had

Speaker 1 02:14
It. What's his

Speaker 2 02:14
Name?

Speaker 1 02:17
Don't failure. Okay bill. Okay, bills a girl.

Speaker 2 02:25
Yeah.

Speaker 1 02:26
Okay. It's not me.

Dr. Mullins 02:33
Okay, I just want to say something before we get started in the privilege to have all you here. And, Okay. Wonderful experience. All of us working together in the past one time or another. And we're sitting here with. Two and a half, and three years old decade of Memory. Yeah, we're trying to reconstitute.

Speaker 6 02:57
Please ask the questions now.

Speaker 1 03:04
Most of us, understood that. Yeah well we went back and forth this whole week after figuring out the questions and so that's just like we'll have a conversation. Yeah,

Speaker 3 03:12
Well we're all seeing your citizens

Speaker 1 03:14
89th Birthday.

Speaker 3 03:18
Saturday. Really?

Speaker 1 03:20
Oh my god. Happy birthday.

Speaker 5 03:24
Our job, July the Saturday, was it july? August or september

Speaker 2 03:30
29th, July.

Speaker 5 03:31
I'm the 21st

Speaker 1 03:33
Is a 31st actually okay. Stranger the group. I got

Speaker 2 03:44
It. All right, good to see you

Speaker 1 03:46
Guys. All right. We need another chip. Okay here. Let me let me up there Nancy.

Speaker 2 04:12
We just get it, i guess.

Speaker 1 04:15
Okay,

Speaker 2 04:16
Right here.

Speaker 1 04:17
Oh,

Speaker 2 04:20
You, okay, we're okay. Okay,

Speaker 1 04:21
Nancy.

Speaker 2 04:22
We're okay.

Speaker 1 04:29
This is nancy's chair? No no, she's getting another one. When you go

Speaker 2 04:33
Listen here, okay.

Speaker 1 04:35

Now we're good.

Speaker 2 04:36

Okay, we're good. Spread attitude. She probably wasn't a garage. Here,

Speaker 1 04:49

I'll pull this one over here.

Speaker 2 04:50

Yeah. That's one hour. Sit in a good night.

Speaker 1 04:59

Large chamber. State. But your dog's name bell bell?

Speaker 2 05:04

Yeah, yeah.

Speaker 1 05:06

Yeah. That's great. Thanks

Speaker 2 05:13

For Bill Cunningham.

Speaker 1 05:17

Yeah. Yeah. Uh, you have your icon and

Speaker 4 05:27

You're trying very warm weather for whatever reason.

Speaker 2 05:30

It's not

Speaker 4 05:32

My pc, of course, my mind. We can try yours or I put my phone there in the middle already.

Speaker 1 05:41

Keep in mind. With your lawn, right? Yeah. There you go. Yeah. Well nancy. Yeah,

Speaker 4 05:50

I'm joining

Speaker 2 05:51

Us almost every day.

Speaker 4 05:53

Nancy was already looking to

Speaker 1 05:54

See what she got started. All right. Yeah, she started with

Speaker 2 06:02

Right here,

Speaker 1 06:03

It's not very good. Thank you. So

Speaker 4 06:07

We have you

Speaker 1 06:09

Right here, and then that's

Tanya to Bob Shepard 06:12

Why i was trying to figure out what your service.

Speaker 3 06:17

Okay, hopefully this will help you some more foreign.

Speaker 1 06:22

Charlie, you have to give your speech again. We have to give you a speech again,

Speaker 2 06:27

Okay?

Speaker 1 06:30

So everybody,

Speaker 2 06:31

How is here? I'll get much bitch again, it wouldn't A couple of

Speaker 1 06:37

Sentences but it's a privilege to

Dr. Mullins 06:40

Host all this was only spoke on your folks at work. For decades turning to do things down the real Grand Valley. And all committed one way or another doing different jobs. A little bit honored. Really quite a bit of an honor. We're trying to Reconstitute our two and a half decade old memories. To record history. And i would say it's probably not going to be as accurate. It used to be when we had a young minds but we'll we'll make it

Bill Cunningham 1 07:17

Sorry. I thought we're going to have a coup d'etat and we're going to take over again. Them. No.

Dr. Mullins 07:27

Can we buy enough wheelchairs?

Dr. Garcia 1 07:32

Okay, so that my turn, my, my return toast to, you is a thank you for being so gracious and offering your home and yourself and all your years of expertise. So you see

Speaker 2 07:45

They have company.

Dr.Garcia 07:46

Thank you very well. It's good to be here. We could not have done it. Had you not agreed to hostess and every one of you has been wonderful. And so, and it's been so good to reconnect, you know? I mean, bill, and i got to go to a lady longhorn game together.

Dr. Mullins 08:02
That's all you on tv.

Speaker 1 08:09
Really

Speaker 2 08:09
Good here. Lady.

Dr. Garcia 08:17
It's important woman in my life. We were both there. We were all there and that was great fun. Just just to be in the arena right? Where we where we all work before. But so what what this is about is of tiny little assignment that i got

Speaker 2 08:35
That is.

Speaker 1 08:36
Hey, would you mind? And so i i mean literally got a text From the current president of UT Rio, Grande Valley, Guy Bailey and he said juliet, would you write up a little story about the history of the medical school? And now, at UTRGV And i innocently then said, oh sure. Okay afternoon, you know, And i did, i thought well how nice that he would want to know that history and and then that's where it started. And unfortunately, it's not as easy and it's not one story, it's many stories. And so i've been reading more Doris Kern's,

Speaker 4 09:22
Goodwin

Dr. Garcia 09:22
When that i i mean, i read her for years and now i understand how hard it is to write history. Because we were there for some of it, each one of us. But none of this were there before and after and none of us all of it from the same angle. So pardon, it's

Dr Mullins 09:40
Like putting a jigsaw.

Speaker 1 09:41
No, it is exactly Charlie. And so that's and we're right in the middle of trying to figure out. What what is going to look like at the end? I mean we think we've got a chronology we know we have that we have thanks of Tanya and by the way Tanya tanya star is started out as a student of mine. In communications and then needed a position of graduate assistantship. I

Speaker 4 10:07
Got

Dr. Garcia 10:07
Lucky hired, her last spring thinking, oh, what's a semester with a student assistant in life? I mean, really. I mean that's how naive and then? And then we had to get to know each other and

we started to work together and then i said, can you stay on till the summer? And now as of yesterday a new negotiation has her with me until the December. So you say yes, Are we good? Oh no, no car's not. It is a master's graduate from our master's program in communication. And She is out looking for positions other than the one she's got with me right now. And well before she gets that she is learning Along with me and teaching me about some of the computer stuff that Yeah well aspects yeah that's a whole different world but anyway she could move in and out of things the way i cannot. So tanya i have been working on that problem. I really do. Oh i mean it's just yeah yeah i said

Speaker 4 11:12

Well where is that?

Dr. Garcia 11:13

I just straight there like don't you know and i'm the people the file cabinet, you know. So Uh, but she's been extraordinarily helpful. She's very, very smart and she's been researching, she has been finding stashes of stuff. Like the reports that you showed earlier, where did you put those at? They're over there. Okay. Those are some of the reports that Charlie Mullins and many others did while on watch. John one of the fact i think is yours, one of them is

Tanya 11:45

They're they're all underneath Dr. Mullins's care. But that small orange one. You actually wrote a four page. About the need for medical positions in south Texas, and it's in that it's in that one right there, where you talk about the needs, what you first, see that South Texas is going to need for medical

Dr. Garcia 12:03

Position. She's been looking for things in the archives about belong to pan. American university archives belong to youtube groundsville, The library. That's at the medical school in Harlingen. Um, is that are those, the three sites? Yeah,

tanya 12:17

So we need to expand it after what i found last week, but yeah, so people will say, well here, here it is.

Dr. Garcia 12:24

But it's not digitized and it's not an organized and so she's having she's been going through, so she's not only computer smart, she's doing the hard work of actually Scouting down. Um, she's also gone back and looked for all of the bills that were Um submitted as legislative action

Speaker 4 12:44

Wow, going back to 19 if the first on this one we have 1959 but it goes back to 1945 really.

Speaker 3 12:52

Yeah.

Speaker 2 12:52

So

Dr. Garcia 12:52

I didn't know that they had been the bills had started so early so we decided. How can we just write about one moment in time without understanding how long people have been at this work. And so he thought it was important. Then first for some context. Well, once you start doing that,

then you start looking at What was the ratio of position to the population in those years? Until then you have to have that bit of data. And so and i know nothing about any of this, frankly that in terms of even how medical schools were organized. So, i'm learning that for the first time. So what you think, you know, and what you actually know to write a paragraph about it is then, you know, it's very different. So then we have the shepherds who are involved in a extraordinary,

Bill Cunningham 13:40
Everything higher.

Dr. Garcia 13:41
Educator every time. That's exactly right and and locally as well because everywhere that's exactly high And and before the, you know, before the quarter, after 10 hours, And what was the statement made by? Opposite. No was, was it a Margaret? Spelling told doctor? No, no, who was it? That said, if we had known that? Well,

Bob Shepard 14:09
When i first got A point of the coordinating board. The first two people that want me to take them to us and were you and Ms. Cardenas

Speaker 1 14:19
True story. So

Bob Shepard 14:22
So we met with we met with Ken Ashworth. That was an interesting meeting and i don't think it was a couple weeks after that that can retired. And that's when And that's what Margaret Spelling's called me and said, man if we known that would happen, we were to put you on the board earlier

Dr. Garcia 14:39
So the ken ashworth,i you know i i was a baby president during the ken ashworth years when he was dr. No

Bob Shepard 14:48
Dr. No.

Dr. Garcia 14:49
His name for everything. No. We don't want to do that. No, you don't want to do that in the valley. We've already done that at Pan Aml. So so each of us kind of fit into this at different places and fall out. Anyway, so Bob and Anne played it very important role each and their own way in connected, connecting with all of you all while they were trying to fight the In the valley. That the valley was fighting amongst self, right? And then without so there's a regional issue here that we all know exist, only in the back. So then there's there's that so we'll interview senator, you know, hoinojosa and then we'll interview senator Lucio, we get two versions

Bill Cunningham
Hard to believe

Dr. Garcia
and so, i know, are then and then there's Alonzo Cantu that we all have interviewed and then there's a yeah, another verse so. So we we've interviewed many, many people and How

Tanya 15:48

Many? So the Elaine matay videos, we've done there's 25 and those and then the ones we've done in person have been about 14. And then you have 12 from priors. So we're looking at close to 50 and

Dr. Garcia 16:02

It works that way. And many of them are on audio or video. Yes. So it's, it's going to serve other researchers or other people who might want to, and then we're trying to catalog it all. So it's a little more than a five page when i went

Anne Shepard

But we've tried to start this. We thought, based on this little book, the history of the San Antonio medical foundation, When Bob and i went to visit with, was it jim reed or anyway,

Bob Shepard 16:29

And

Anne Shepard 1 16:30

We were talking about medical schools and he gave us this book. And i came home and started reading and thought, well we got to do something like that. We, we don't have a history of it because we were just starting. So this thing started that you're San Antonio group. And i one other thing i want to say, just Whenever a very short time before it was sunset, it sunseted. I was on the health and human services coordinating board. And a lightning and Jane Huffines at that point, was chairman of that board.

Bob Shepard 17:03

It was Jan's his first wife

Anne Shepard 17:05

And so they've had a meeting at TSTC in the valley And shortly after that it was about higher education, health and human her services. Not she's dummy. Keep my mouth shut and just listening. Okay? And then the next time i know this morning, Steve Ogeden, who's a senator probably, but that time from the conversation,

Speaker 3 17:26

I

Speaker 1 17:27

Think Lucia senator lucio had put together, or he may have been representative Lucio that time. It was in the early, early 90s or late 80, And he came and did this little workshop of presentation that lucio had invited him to and he stood up there and he said, "i don't want to tell you all" because his favorite he could do. "There will never be a medical school here in the Rio Grande Valley. You all don't have the infrastructure for it. It's going to cost. 200 million dollars or more and y'all don't have it. You're not going to get it so just forget that."

Speaker 3 17:57

Yeah,

Speaker 2 17:59

Who is, who was it?

Speaker 1 18:01

He was excited.

Speaker 3 18:01
Steve

Speaker 2 18:02
Ogden

Speaker 1 18:04
Senator Ogden

Speaker 3 18:05
The Aggie Senator

Speaker 2 18:10
Man. I just missed it.

Speaker 1 18:11
Yeah, that's all you. Well. But anyway, that was kind of one of those. Yeah,

Speaker 2 18:14
We did.

Speaker 1 18:14
Yeah. I was sitting next to you one time the chance, the chancellor would always sit next to the president and kind of babysit us while we testified. And one time i was testifying and he often got me mixed up with the other woman, president papelicia and they just figure two, ladies, they're both on the borders, you know, and i can't find about thinking more whatever. And ogden says, Dr. Cunningham ignored me completely, i didn't exist there and it says, don't we have some empty schools up at, you know, like west, texas or north Texas and i'm looking at the money just bust those people all over there to and i started to get up. Bill grab me by the arm like it. And and i got on the southwest airline payment afternoon so angry,

Speaker 2 19:18
We all have the Ogden story.

Dr. Garcia 19:22
But but anyway, so i just to say that so. So and wanted a little story told those guy us if we would do it? And and i said, yes, so we're trying to get at least one version. I looked up how many books have been written about the civil war.

Bill Cunningham 19:41
Several

Speaker 1 19:44
Going to be one version and it's not going to be the perfect version, and it's not going to be not going to tell

Speaker 2 19:49
Everybody. It's a version will like

Speaker 3 19:50
Yeah, version, we will like

Speaker 1 19:53

Oh, they're so guaranteed.

Speaker 3 19:54

Well, maybe our words so we don't like it's our problem.

Anne Shepard 19:57

This is how to manage expectation.

Dr. Garcia

And i'm very good. Okay. Anyway, so So that's why why? It was of interest to us to be to try and connect with you because you can't ride it. Without talking to the people that were involved in and did the work and they loved it, or hated it, or Worried about it as much as all of us did. And so, um, So everyone here had a key role in it locally at the state level or in both and So thank you. That was my shortest version. So uh, what we'd like to do is to ask a few, just a couple of questions to kind of Get it moving forward. And then i want to have a long talk with you with another time about hope (looking at Dr. Howe). Because and your work there. Because when i was a little kid, that's what i wanted to do. I wanted to go on that ship that i went for all over the world to help people that I wanted. And that was a peace core. Dream days. And so i want to i want to learn that too but So i stayed home and did. Of his car work. That was important. That was important, please. But anyway, so Um, so i wanted to start out by by starting with dr mullins. And asking him about how he gotten from Parkland to the system, and all of you have a way to get to the system. And that's where we finally did. All of this important work. Uh, with exception of john, who did all of his work there at at the medical school, in San Antonio. So Charlie you want to? Well,

Dr. Mullins 21:40

It's gonna, it's rather complicated, but It, i'll try to, i try to make it very brief. I did my training there and there, and at the NIH, And in Denver, and then put on the faculty. I think it's a 1960, 61 Or 62. And in cardiology of, Director of clinical cardiology. And then, I did that for a while. I did all the cardiac casterization system. Put in a pacemakers and things very early pacemakers. At parkland hospital training, ground primary teaching hospitals. But parkland. Yeah, that's Important. To understand that. And then i was appointed as vice chair of medicine for a while, i was in charge of their medicine medicine training programs. And Was in charge of. Cardiology fellowship program, we had And took it over there at two or three fellows. We spent it four different hospitals in dallas. And a 16 or 18. Fellows in training in cardiology. At that time. And you know, for an associate dean. I don't know why, but i was and you know, I never applied for a job. Since my residency, everything is people came and said, this is what you need to do Charlie. Anyway, personality defect i guess is i couldn't say no. Well, anyway, went from there, and County commissioners are about to close down parkland hospital, at least they were talking about it because it's such a tax burden. They said it was a charity hospital and anyone didn't want to really fund that anymore. They had done that it philadelphia general did, close one of the best training programs invest Hospitals in the country, at the time for that. And they were trying to talk about doing that here. And in Dallas, and And so things got kind of Pretty hot and heated. And finally, It changed, it changed the County commissioner. Okay, you know, a vote. They changed from that. The older liberal. Conservatives at that time. Somebody that was much more progressive. And, Enjoy his break of his present. Virtual county and went to him, the judge and said we need to do something about parkland. Really deteriorated. Except they're not going to support it. And it took him several months to find a convinced me. To be administrator has called administrators at times CEO. Of parkland hospital in dallas, county hospital restricted. And i said, look, i don't even know how to spell administrator, let it be one.

Bill Cunningham 25:00
Pretty good one though.

Speaker 2 25:05

Okay. Anyway, a lot of arm twisting and finally I said, well, I'll do it, I'll do it. But I don't want to, I don't want to contract. I have to resign my, my tenure professorship. At the medical school nor do it because it's totally different governance system and it can't look, we can't have it appeared. Medical school state of Texas taking over parking hospital and that wouldn't work. I said I couldn't make that work. So, I did that took cut in salary. And I said, I don't, I don't want to contract because I'm going to try to do the job best of a can if I can't you can fire me any day, and if I don't like, I can't do it any longer. I'm going to, I can resign any day. So that's the way I left it. We went to work. Go to America to medical school faculty, you know, behind it all because they realized how important it was of them. They didn't want to lose park in the hospital because we didn't have much other train. Very many, other training programs and other hospitals are relatively minored.

Bob Shepard 3 26:16

Those were the residency programs? You're talking about the residency program?

Dr. Mullins 26:22

Yes, yes. Chairman. The Ralph Rogers. Component chairman of the board, it was A industrial mogul. In Texas and head of, Texas industries, and all the construction. And he'd run over anybody and they make, they Yeah, they came back supported me. And I said it's going to be tumultuous. It's going to be a lot of problems. You're going to stick with me but I'm going to do what I think is, right. And so, We got. Convince the county commissioners if we wanted to bond issues to raise. Raise money to double size of parklandt. So we went out, And got that all approved though... and went to New York, for bond.

Dr. Garcia 27:17

Who had to approve the bond? Was that the court? Or was it the people? No,

Dr. Mullins 27:22

It went up for vote.

Dr. Garcia 27:23

It went out for a vote

Dr. Mullins 27:24

It went out for a vote for the hospital district and And we it's a time we got it was tooth. We got two thirds votes from the community raise taxes.

Dr. Garcia
Oh my,

Dr. Mullins 27:38

for the hospital. That's right.

Speaker 2 27:40

Okay, and we then Went on the program of Construction. hired and architect. And try to change the administration, which is pretty lily, white at that time and integrated it It was very important. To integrate

Dr. Garcia 28:02

Integrate The construction.

Dr. Mullins 28:05

To integrate the administration of parklan all the system administrators and all that. A long story short. Did that for three and a half years? And, One day, but through three of, the committee members of the border of regents ,John _____ is chairman at the time came into my office and said, We want you to come of UT system administration. And so, we got We reorganize it. Anyway, so if you got, we got two executive vice Chancellors and chancellors are going to be in a box. And you've got to be worked together. And all of your report to the border regions rather than being staff jobs. And we want you to be. The. Executive vice chancellor for health affairs. Our Bryce Jordan at UT Dallas president to be The academic chief on the other side. And, And i said, Any and you've got 10 days to make up your mind. Oh, oh, i really didn't want to leave Dallas. And my wife Stella was the president mental health association of dallas, at the time. And, But i finally, Thought about it and i said, well things are under Progress here. And, They can't be reversed. So so i said, it can survive on its own now. And I had a logical replacement, Dr. Ron Anderson who I had hired in my last year medicine, hired him as an intern resident and then I, when he was going to finish that, i was going to say you can go be a fellow with cardiology and do cardiology, or you can be the head of, i can hire you to be head of the internal medicine clinics at that time. And that's what he decided to do. And eventually he was the assistant administrator in charge of all the clients at Parkland when i was appointed. So he was very logical and replacement. So that's how that happened. So

Dr Garcia 30:32

So you came to Austin. And then in that position you were there for about 20 years,

Dr. Mullins

That was never 20 years, right? So, he was The time the longest tenure person.

Dr. Garcia 30:44

Yeah,

Dr. Mullins 30:45

Senior administration. In the system. Hobby. So yes it well it didn't do anything. All right. Or else something happened.

Dr. Garcia 30:57

So so the year that you went to, you came to UT system was

Speaker 2 31:01

81 and

Speaker 1 31:02

81,

Speaker 2 31:03

Okay?

Speaker 1 31:05

So so it gives you some idea, then where we all were in 81 and what we were about. So um

Dr. Mullins 31:14

Um, Walker was chancellor at the time. Then real cameras chancellor.

Dr. Garcia 31:19

Yeah, so, what we've tried to do here is just to give you a reference for what? Who else was there, when. And so so we've the top at the very top are the dates and then we come down just to give you an idea of what we thought before you. So then we've got the governors at the top because then I say well then when did our riches come in or when did mark wide but so then she added the governor's to it. Then we went to the chancellors. I went to the chancellors, come on so you can see easily. Uh, what what was going on at different times? Then we went down to the legislative bills and those bills are at the very bottom of this. Are they? It's in the background and so you can see from this one every I'm sorry. But but here are all the bills. And they're, they're and what they were trying to do, you know, get to happen, whether they die, whether they shoddy committee, whether they got any further, at who was on the board of regents at those times because also we know regents become very important when you're finally trying to, you know, it's that ball and so we thought, well, we need to know who they were at the time. So we've got it. We've got different layers to it. So that we at least have a good frame of reference. You

Mr. Cunningham 32:39

Got so many people are going to be able to identify in the end of the star. Are the ones who really

Dr. Garcia 1 32:45

They're already started on here.

Bill Cunningham 32:48

But I mean, are you'll be able to say that? That Mario

32:52

Ramirez is an example, I mean I don't know but I'm just saying you're going to be able to say that you were 30 regions during this period and we're probably four

33:00

That move the ball along

Dr. Garcia 33:01

Well and and that's where you you can help us because the this is just data. No

Bill Cunningham 33:05

No I know that but is that what you're trying to?

Dr. Garcia 33:08

Yes. Try to do? Yeah. Yes. And so so um, Mario Ramirez is a good example. Um, with Francisco. Pardon

Bill Cunningham 33:18

The doctor of the valley?

Dr. Garcia 33:20

Yes. Yeah. I mean he he was doing this before he was hired to do anything and we all know that and he's and then when he did well anyway. So then you recruited him after he was bored.

Of region. For his six-year term. And in that work was, i mean, he was telling me, he would call me up Juliet back up. And just gentle. Right. Gentle but what have you done on this? And so so yes like that. But what i was going to say earlier was one of the things that we've asked Folks were a question is Is who are the unsung heroes? Because they're not often the bill author, right? It's often unsung heroes who were behind and and and different names come up. So we that way we're trying to figure out or people that were key and who had a vision for in what caused you to have the vision to work on the Rio Grande Valley. Was it need? I'm so apparent that you just kind of got up at night and worried about it was it a chancellor or a regent that said aim this way? Was it was their laws or Things that were happening at the federal level for funding that drove interest toward how hospitals would be run, how schools. And so we don't know the answer to those. That's really the harder.

Dr. Mullins 34:39

My opinion is it was this grassroots. Grassroots effort out of the real Grand Valley. That ultimately made it happen. That was one of the reasons we got. That inventory of all the health programs and Rio Grande Valley. To get those people who had already working down there, knew the politics knew the needs and get Get them together and then great things happen when you get people together. Who know what, what they need. In a different expertise and put that together. And i think that that's how It happened. I don't think there's one any one person. Is multiple people and you just got the train moving and people got on it because it was the right thing to do. It was the right thing to do, and that's It was time, paul cowan.

Bill Cunningham 35:31

You remember him? I was put him down. He'd think about it.

Dr. Garcia 35:36

Yes. We've interviewed paul

Bill Cunningham 35:38

And

Dr. Garcia 35:39

And he's been very helpful if

Anne Shepard

you have a list of the interviewees.

Dr. Garcia

Yeah, yes,

Anne Shepard

that might be something that we may want to see

Dr. Garcia

well yeah we can contact you.

Dr. Mullins 35:48

Well, Bill did A lot of recruiting for UT Austin when he was president UT Austin and All over the real Grand Valley. And Very effective at the time. And because Hans Mark. Is dealing with you. To get to join. And community college.

Dr. Garcia 36:06

Let me ask you a question about that. So i came on with, with a partnership with beauty and and establish you team roundsville. In in 91, yeah. But we found out that panic that UT had been down in the valley earlier. Trying to merge with pan, american university, does anybody know that history or what? Why UT would have been down there earlier?

Speaker 2 36:34

You know, well,

Bob Shepard 36:36

I can speak to that a little bit because Juliet, you know, i think part of that had to do with with a ball death. Use

Speaker 1 36:43

The fourth model

Speaker 2 36:44

So

Tanya 36:44

In 1973. Senator Raul Longoria, put in a proposal for pan-am to join Texas A&I and then the and then UT system. I think, a few months later started to And so the pan-American border regents, i think morris atlas led a caravan or kind of, let the charge and joining that. And that was, that was something we

Bob Shepard 37:07

Had. I can't, i can't give you the year. You probably have the year, but the Pan Am board actually voted. At one point in time to go into the UT system. They voted against.

Bill Cunningham 37:20

And who What was that?The pan american board of

Bob Shepard 37:22

Region the pan am regents there was actually a vote on, the pan-an board to go in and and they voted against it. I knew the pan am board vote against it.

Bill Cunningham

Voted against it.

Bob Shepard

They wanted, they wanted to stay independent.

Speaker 2 37:37

Yeah, you

Speaker 3 37:38

Know, the next vote didn't come up until when i was on the Pentium board in 1989.

Bill Cunningham

Is that right?

Bob Shepard

Okay? And i'll never forget that. I got a call from Bill Clements one day. And he said Bob, why

would you want? The university of houston to take over Pan am. 37:56

Bill Cunningham
You don't

Bob Shepard
And I said, governor?

Bob Shepard 37:58

I don't know where the world you heard that? That'd be the last thing i would want. Absolutely, what the university of texas and of course, hands. Mark, came down, we met with Hans Mark many. A time during that 88, 89.

Dr. Garcia 38:18

So, but but why would Panam have turned down ut when they do? Do you have any sense for that?

Bob Shepard 38:25

You know, juliet. I don't have always asked that question because i couldn't I couldn't imagine not going into the, you know, having that opportunity. At all. Of course, that brings up a whole nother set of issues and stuff. Because one of the things that you always heard back there, Just pan am can never get into the puff. It's a why would you want to be in the university of texas? He couldn't get into puff and you're going to have to fight your Same old battles on the financial front that you always did, of course. Julia. I know what happened?

Bill Cunningham

I don't know nothing about it. What i do know is how board of directors operate sometimes and board of directors want to say, wait a minute. I like being independent, right? I like having my little thieftom here, so it would not. And i don't think about the situation who not surprise me that some people would say. Pure personal ambition that I'd rather power. I really have, i'd rather be charged internal or somebody else and give up my position.

Speaker 2 39:27

No,

Bob Shepard 3 39:27

I think i think that's why

Dr. Mullins 39:29

Bill because it's territorial.

Speaker 3 39:31

Yeah,

Speaker 2 39:31

My territory. It'd

Speaker 3 39:34

Be interesting to go back. If you could pull the records and see what the vote was, do you

Speaker 4 39:40

Four to three.

Speaker 2 39:41
Four three

Tanya 39:42
But a big part of it was the community and what the community the students and the veterans were really To talking against joining the system. And so there was, it was a split decision because there was the resources to join UT, you know, you get more funding, you get, there's a possibility for a lot of things. But students and, and vetterans Didn't feel that UT was,

Speaker 3 40:08
Do you have a name for people that were on the board at that time? I, i just i've

Speaker 4 40:12
Got three of the names. I still have to bang. I have to manually go back and go through boxes, and i'm only giving it two hour windows each time i go. So i have to i have to i literally take photo copies of everything. And then go back and then break it down. And i have a running word excel and what

Speaker 3 40:29
Was mrs. Shivers on the board

Tanya 40:31
No. Morris Atlas, you know, let me see if i can pull that up below for free. I have actually a picture of it.

Dr. Mullins 40:41
Picture of what

Tanya 40:42
At the border regions of pan, and that time.

Dr. Mullins 2 40:45
But, oh well

Tanya 40:45
I For me to remember every name to write that was hard.

Bob Shepard 40:49
No,

Speaker 4 40:50
We'll look at it. Well

Dr. Mullins 40:52
Was that when Homer Pena was president. She's been powerful. She was that went home. Yeah,

Speaker 4 40:58
No That was uh, it was Ralph Schillings. In 86 was Pena.

Speaker 1 41:06

No

Speaker 2 41:06
Shilling. Oh no, yeah.

Dr. Garcia 41:09
But, but interesting. There's so many ties. Now, Raul Longoria was a senator and Janien Longoria. Who is on the board of regions

Speaker 4 41:21
Janiece. Thank

Dr. Garcia 41:23
You, Denise, languardia for the second time. He's not the board of regions and that was her father,

Bob Shepard 41:29
Right.

Speaker 1 41:30
And so we don't know who knew. So we reached out to her and she's not responded. Even Francine said let me try again and so fancy. Tried it again and she said she knows some things are better left. So we don't know what I mean, I don't know. She's kind of left the valley forever and it's from Houston, right? But she she grew up during that time, of course. And that was her dad. She was

Tanya 41:55
She was in law school when he submitted the bill in 1975 for medical school, okay?

Dr. Garcia 42:00
So so we're still kind of poking around trying to see that. I know that that there was a moment in time. The Texas Southmost College, where I was. Was the first community college and state of Texas to be accredited by southern association of colleges in schools.

Dr. Mullins 42:18
Wow

Speaker 1 42:19
Often think everything's in the valley came way after it Dallas or Los Angeles or Houston, but in fact, it was the first and the year at the 1926 1927 was Pat was Edinburgh, Jr, college. So within a year of each other, you had these two baby junior colleges in those days it wasn't community colleges yet, junior colleges had sprouted And then at some point. They was thoughts of going to a four-year school for Texas, Southmost College. And some thought of, for Pan Am and, and, and TSC didn't want it. And they said, because they were afraid to lose, the associate degrees, and they men were coming home in GI Bill. They wanted to be able to train folks in associate degrees and they thought they would lose it if they turned into a college. So they said, well, let the Pan Am. Do it. So Pan Am, became, junior college, now, Pan, American college and then eventually kind of American university. So so there's that also. But but what I always been amazed at is that there was some real forward thinkers in the valley way back in the 1920s, that's when the ports were getting built. Navigation was big industry. We've Pan American airways was still coming into browsing. It was a different world than it is today. So that notwithstanding we're trying to figure out then, what happened with the Pan Am and now we

interviewed Miguel Navarez who's also been very helpful. And talking about it but let's see that aside then and try to come up to the time when you all were working on this. Um, Hans Mark then comes down meets with us with the sky than this and myself Homer Pena was there and And senator Lucia is the limited invited to come down and we start our work there. And the meantime, I'm working with John and we are trying to build nursing programs with ones who become part of UT because developed the idea for the partnership and it was, it was Joe Stafford Francie Fredrick. And, I'm sorry,

Bill Cunningham 44:33
Jim Duncan

Speaker 1 44:35

You're talking? Of course and also who later became provost at UT Austin. Um,

44:42
Oh,

Speaker 1 44:43

He was he was like that. It'll come to me just a minute. And anyway, and they would come down weekly trying to figure out what we were going to do how it was going to work and and we were trying to make it happen. But once we started UT browser as an independent autonomous university in the utility, then we needed to grow degree programs and John. **That's where you, you, and I got to know each other 1999, 1995, by that time.** Okay. And so, John and I did so many, the we could not have built our nursing. We couldn't grow. One thing at a time, he had to grow everything. At the same time. And then we had no resources, we had no money at all. We had local, I have alarm taxes. A little bits and then we had tuition and we had a little bit of revenue from the state. **But John said, here, here's my bachelor's degree in nursing and we work. Work out a five year contract. And we would grow the program in five years, and then he would leave in five years. And then we started the masters in nursing and it was only way to build capacity by borrowing because if the coordinating board you could build a program unless you had money, we had no money.** So we were going to be forever destined to never grow anything, had it not been so so maybe John you can help us here. We you took it on, it was part of your job as I understand that part of the mission of the medical school. To be. Responsive to the valley, was it all of south Texas? Included in your territory at the time?

John Howe 46:20

Remember you tell me the story of me legislator from Houston who told you? Why do you need a medical school? The south Texas medical school. Willamina Delco

JVG 46:31

She's at Juliet. We did this already? I said, no. You didn't will. I mean, a drive with me to Brownsville someday?

Howe 46:42
Our mission.

JVG 46:42
Yeah.

Howe 46:44
South Texas.

JVG 46:46

But but you made it happen.

Howe 46:48

I mean choice, it's a team effort but he chronologically it was 1990. It was initially the A heck. Early 90s, the 95, the South Texas Health Education issue. Okay, the legislature 14.2 million dollars. And that was chartered family practice programs, and nursing program. And then, and they were Um, Yeah, two sites in corpus Christi valley. The radio Kingsville, but the major partner was With you and developing a program. Acute care nursing.

JVG 47:35

We found interesting because we started looking at the at the development of the nursing programs, right? Tell us about your diploma because i had never heard about this.

Anne Shepard

Let's see. I went to galveston in 66. Because they didn't have nursing program. Any further than the basic course in austin? So, we have to go to galveston to the medical school. Support system there

Bill Cunningham 48:08

Who is not. There was no nursing program at UT Austin. Texas,

Anne Shepard 48:11

I had the basic at five hour course, Galveston was utility. It was

Bill Cunningham 48:17

And my favorite understanding we didn't offer agree in nursing, we are, of course.

Anne Shepard 48:22

My degree says, Bachelor of Science and nursing system wide

Bill Cunningham 48:26

Does it really

Anne Shepard 48:27

Good. Says system. What

Speaker 3 48:35

Is fascinating?

Speaker 8 48:35

Yeah.

Speaker 1 48:37

Yeah,

Speaker 4 48:37

We have that picture. We have a victor.

Speaker 2 48:41

Yeah. The broadest degree of anybody here. Yeah.

Bill Cunningham 48:45
We're never offer another one.

Anne Shepard 48:48
My first marriage was to an aggie and i'm lucky to have saved that rascal degree. It was in the bathroom at some point.

JVG
But but so the programs evolved in a variety of different ways, you know, for example, that that one Uh, we found a bill that was going to move the galveston School. The medical school in Galveston to austin. No words.

Speaker 4 49:11
1945 was

Speaker 1 49:14
1945 and they almost did it. It was like two votes so

Tanya 49:19
They needed 21 votes and they lost it by two. It's 19, and that was in 1945. And then in 1946, they tried it again. And then 1947 house bill nine, and that was The setup for ut health science center san antonio, but no funding appropriations were available. And so then 1959 is when we get our medical school. So

JVG 49:41
Now you see the value, but Of a young mind to remember the date, so that we have so Galveston wanted to, i mean the people wanted to move the medical school from Galveston to San Antonio. It failed, it failed. And so they finally said, okay then we'll just start our own. I

Dr. Mullins 49:58
Think the ceily Smith Foundation in Galveston. Okay,

Speaker 1 50:01
Probably.

Dr Mullins 50:02
Okay. Cold cold the right vote.

Bill Cunningham 50:09
They kept it in Galveston.

Dr Mullins 50:11
Yes, yes. Well

Nancy Payne 50:13
I can tell you when the system wide was taken off

Speaker 3 50:15
Baby

Speaker 2 50:16
You know the hurricane problem hit the economy as so much to move it over to houston. I think

that was motivating force. But

Speaker 8 50:24

Because, you

Dr. Mullins 50:25

Know, the oldest, the oldest medical school west of the mississippi, You don't just pick that up and move

Speaker 7 50:31

It.

Speaker 5 50:32

Foot system. Why did

Speaker 1 50:35

You hear what Nancy would say? It's let's say that again. Tell it to the table, please.

Nancy Payne 50:40

The system wide title. Came off. Because maryland wellman was dean of the school. Breaker one was chairman and he thought system wide. Attached to this woman who was very large. It was not nice. So he took the wide off.

Dr. Mullins 51:04

She's full of a lot of history.

Anne Shepard 51:09

The backstories.

Dr. Mullins 51:10

She knows a lot of a lot of skeletons, too.

Speaker 7 51:17

Okay,

JVG 51:17

So so nothing is as simple as it. You know, the date started, they ended So so john please, um Help us try to understand what the challenges were dealing with valley. During your time as president of.

Dr Mullins 51:35

Good luck. Well, can we take it? You got that question, not me.

Tanya 51:47

Well, can we take it? A step back, kind of ease into that question. How did how did you come into presidency of the ut health science center in san antonia, because he became president in 1985? So just a phone call or did you just call him and just say your president now or

52:04

How

Speaker 4 52:05

Did that occur?

Dr Mullins 52:06

Yeah, search committee.

Speaker 7 52:08

Okay,

Dr Mullins 52:08

But exactly vice chancers for all the presidents and the system. It was responsible for

Speaker 7 52:15

Tearing

Dr. Mullins 52:16

Sharing the committee, it had regions and students and the usual. You got a democratic mix of things. And What else? You know, he came up for,

Speaker 1 52:31

Man,

Dr Mullins 52:32

Presented him to the board of regents and they selected him.

Dr Mullins 52:36

Then i had to keep calling him out of it. He sends it's been a lot of time camping and some forest i had to keep calling him out of these out of these campsites. The police come down here. We just done, you got sworn in as Presidentexpressing.

Speaker 7 52:56

Remember that? Yeah. He

Dr Mullins 53:01

Didn't he didn't want to leave prestigious job up there. That's why i don't blame me. Covered in know what you were getting into.

Dr Howe 53:13

Tanya to tell you the wonderful story. There is that. I was unusual recruit as Charlie would tell you most of the people that are in health institutions were guys. And then usually they're 50s and they usually had Texas ties. I was unusual. But it was a former governor's wife who was on the search committee. She took a liking to me,

Dr Mullins

Briscoe's wife.

Yeah, it's a couple. I can do it she put. The young man from massachusetts, the rest is. History.

Speaker 1 53:48

There you go.

Speaker 7 53:50

Thank you.

Dr Mullins 53:52

Well, it was a good choice, no doubt about that. Hit a great job.

Anne Shepard 53:57

When was that what year was that?

Dr Howe 53:59

That was 85.

JVG 54:05

So, go back to then my question about the valley. Now, you have more wine and that should No, because i mean i i know the Valley,

Dr Howe 54:19

I got a club, i got this, i told you, i got a club shirt with it but governor Top. Let's talk to me, he said, Dr. Howe You know, the people of valley order are always unhappy. Because of money goes to houston san antonio and dallas. There's not that complicated San Antonio comes our Houston comes all people community come together and say this is what we want. **But when the valley come in, they're all fighting. But he says, you gotta do something.** I can get the money to the them. Give to you and hold you accountable. Now, that's why i go back earlier. This is not royal me. This is everybody around the table. Let me get very, very clear but that was a, a club. So it was to come in. The second was that i thought that I tell you that. What i went around in that amount of money, it go and visit people saying good. He's out here meeting rooms etc, felt back in. San Antonio, making decisions by himself. The second wall. They'd be appreciative. My first stop was corpus christi. In the senior, senator second fingering my chest center Truan and just remember, Uh, you're the banker and i'm going to enter. App. I he

JVG 55:48

Was not subtle, was he?

Dr Mullins 55:53

Oh, the world of the legislature. Having

Dr Howe 55:56

Said that i don't know, having been Party before that to The creation of the University of Massachusetts medical school. And it's a progressive brick of her right out to start that and In the early years, that was a lot of Difficulty and political difficulty. Uh, i think example that gave the dell. Memphis too. And this there's a difficulties, it comes with the creation of something is complex. As a medical school and a community that doesn't have medical school. So Yes, it was it was challenging but The greater good or the common. Good was always first and foremost.

JVG 56:44

The, the One of the interviews that i did with Alonso and you know who Alonso Cantu is?

Dr Howe

Oh, yeah.

JVG

Okay. Just checking And, And he said, well, Julieta before we did this. Um, he said here was the way we dealt with with the valley problems geographically. He said, if we and those days, he

said we were fighting for maquiladoras. Imagine now we

Speaker 2 57:14
Pick, what

JVG 57:15

Would you do that? But we were fighting for jobs and jobs were maquiladoras at first. So we go out to recruit a maquiladora. And if McAllen couldn't get that maquiladora. Our second goal was make sure it doesn't go to Brownsville or make sure it doesn't go to Harlingen, kill it, it's not coming here. It's not going anywhere, which was, which is indicative as a horrible way of saying it. But but it is it was the we knew that we knew that and so it was extraordinarily difficult and and it let people off the hook. Right? Because if y'all can't get your act together, we don't have to deal with you. So for many years. So so what was your your best strategy you said, Earlier that was in fact getting people. To work together.

Dr Howe 58:06

It was spawned by fright. When you have, this young man from massachusetts.

Speaker 1 58:17

Yes, or

Dr Howe 58:18

So texas. And and and the highest level of government is create expectations that we're going to some things. So, It was one night that's exaggeration to fight. It was an intensity of purpose here to make sure that we gave me some good to meet expectations. And and secondly is that Charlie said, you know, this is a spawn by the community opened by the community. And so one of the things that i served by San Antonio experience one things, it asked me what i arrived he got to find a way bring people together and so that was a Not be. Way up there is san antonio making decisions for the people of the valley, but yeah, they come down and visit and involvee people etc. But the second of all, is to spend some time in Austin to

Speaker 2 59:14

Hopefully.

Dr Howe 59:17

Spend time with Charlie, Jim, Bill etc because you Can't do it by yourself. have a lot of lots of encouragement support in multiple arenas. So, I think that was the goal is to is to have wide engagement, so it wouldn't be seen as somebody's effort or somebody's making the decisions and the closet. Having said that? That's what those people don't tell them that was the case. The state auditor appeared in 1997. Because it was actually accusation that we weren't using our money's wisely.

JVG 1:00:09

Who sent the state auditor? I have had state auditors sent on me before, so someone usually says go audit, Senator Lucio did that to me

Dr Howe 7 1:00:17

limited review management, controls UT Health Science Center San Antonio. And then, but the overall assessment was at the end. Adequate controls in place over planning and budgeting of South Texas, border regions. Health education initiative. And further issues identified in the 1993 management control of had been addressed. So, so

JVG 1:00:52

The authors came to check on you to make sure you were distributing and i read. Am i reading more it? I'm certainly

Dr Howe 1:00:58

Right? Yes. When you have Okay, in this case, it was that health initiative. And we, At 14.2 million dollars. And as you find ways of putting that you use, some people are going to engage and some people they're not going to each of those navigation to make gray that made up and say they're keeping money from us to not be manage. Well, but any rate so you asked how i got had appreciation for the complexity. Real time.

JVG 1 1:01:40

You mentioned MALDEF earlier. Bobbin, and MALDEF was in 1987.

Speaker 8 1:01:48

Right?

Speaker 2 1:01:49

It

Tanya 1:01:50

Was filed in december. 1987,

JVG 1:01:51

Yeah. Filed in 1987. And so we've interviewed the alkoffman, who was the lead attorney formaldev and we've interviewed Norma Kathu, who was a co-lead with Malden and we've read the dissertations about the mall. Deaf lawsuit, South

JVG 1:02:08

Texas border initiative and

JVG 1:02:12

And the work that came as a result of it. So we've got we've gotten, we've got that. But but uh, but you tell a story Bill about the first. And and then when we looked at your tenure, Here somewhere. We've got that. You start your job in september. And you'd meet with bullock the same same month. You, i mean, that was your first Month as chancellor 97

Tanya 1:02:38

92.

Speaker 1 1:02:40

So

Tanya 1:02:41

He started september 1st of 1992.

Speaker 2 1:02:43

To

Tanya 1:02:44

Give the timeline. And i think we need to unfold this paper. Mall death is filed in december of 87.

Speaker 5 1:02:51
And

Speaker 4 1:02:52
What happened was in January of 1990. Uh, it was a 1991 or 1992. Uh, where is it?

Speaker 1 1:03:06
The timeline of Malden.

Speaker 4 1:03:09
Uh, that's 89. I'm sorry. So

JVG 1:03:14
What happened to the mall dent velocity?

Tanya 1:03:15
So January 20th of 1992. Final judgment held in Brownsville. And then we have Dr. Garcia becoming president of UTB and TSC and then in September we have you becoming chancellor that year. So, that's 1992

JVG 1:03:36
So the mall that lawsuit is that you all remembered said there has been discrimination. In South Texas. And kind of at the bases, they say literally, they said dollars, distance, degrees. And that's how their argument is kind of

1:03:53
Woven.

JVG 1:03:54
Okay, if they have, look at the number of degrees of PhDs everywhere else, there's two in the valley. Look at the number of dollars that have been going elsewhere versus the population. They lay that out. Look how far the distance, how far they have to travel to get the degree. And so, it was everything all their arguments were based on those three items. And they, they the judge. Um, ruled in their favor.

Bill Cunningham 1:04:21
After jury ruled the other way

JVG 1:04:23
First. Thank you. The jury voted the other way. First

Bill Cunningham 1:04:28
There was no

1:04:28
No case. That

JVG 1:04:30
Was no case the judge over rule that, which I think is

1:04:34
extreme

Bill Cunningham 1:04:35
Very unusual,

JVG 1:04:36
I'm very unusual. Okay. And then it went to the supreme court and

Bill Cunningham 1:04:41
They voted it for Texas

JVG 1:04:42
And they voted for taxes and against the. But a lot happened between those intervals. And and the fact that the judge had ruled for the plaintiffs, in this case, um, judge, everybody nervous or at least moving forward. And that's what it's called to you. Is that right?

Bill Cunningham 1:05:04
Well you know, of course what was in bullucks mind? But i do know what bullucks said. And we came to the meeting and as i described my book and some details, it was a very tough meeting on herb richardson. And i kind of laid back and then when the lunch was finally had lunch, He said. To me, what is your plan for South texas? And i with a detail plan. Sorry.

Dr Mullins
I remember that and it was no

Bill Cunningham 1:05:37
Plan. So i left his office, he said good, i

Bill Cunningham 1:05:43
Want to see it tomorrow. And i said no problem. It was pretty good poker player. And so, i got out and called jim duncan right away and he said there is no plan. And so then i called you and all the presidents and

JVG 1:06:00
We happen to be there in austin,

Speaker 7 1:06:02
And

Speaker 9 1:06:03
You just took us to the fourth story to enforce floor

Speaker 1 1:06:06
Conference room and said, you're not leaving. Yeah.

Speaker 2 1:06:12
Well, is 92

Speaker 4 1:06:13
92.

Bob Shepard 1:06:14
Yeah, and see. There's something part about that. There was still a lot of stuff going on before

that because the pan amboard voted to go into the UT system in 89, right? So we we knew

Speaker 1 1:06:29

Yes.

Bob Shepard 1:06:30

That MALDEF was out there. And that something was Huh, was gonna happen. Yeah. And and that's why we got the word when Hans Mark came down in this and with us. Back to visiting the bike going where our office was He said we really need need this to happen. So they were already planning. I mean, you may not have a plan in 92 but you had a university in south folks and again,

Bill Cunningham 1:06:58

I was president ut austin,

Speaker 7 1:07:01

Right

Speaker 3 1:07:01

In 85 through that period and

Bill Cunningham 1:07:05

I had a.

Bill Cunningham 1:07:06

Really a fundamental. You didn't have to explaining me twice that we needed to help South Texas. If we're going to be a state to assuming on the move, can we could not afford to have this huge segment of the population Without educational opportunity. And this explained it once and the next time twice. And so that's what i did get involved with Pan-Am. And i took the deans down in many occasion, i said, I want to see relationships, i want to see what we can do to help. I want to be part of this deal now. Typical Bill Cunningham i was at 50 thousand feet, you know, and then i went on to something else but but we were committed to that UT Austin. So when i became chancellor in 92, And got hauled over at bullock's office. We had not discussed this one time in my presence, not one time. And that's when bullock said, what is your plan? And i know enough about this lawsuit and i said, well, we have a detail plan, and then came back and of course, You were there and we called all the other presidents, john howe everybody else and they were on the on the phones all night long and i was there till 12 o'clock at one o'clock at night and then i came back the next morning and there

JVG 1:08:23

Was a blind

Bill Cunningham 1:08:23

And there was we had a plan and i did take i did take a look at it. I said it works. So me.

Anne Shepard

He trusted you

Bill Cunningham

I was famous for that, World's greatest delegator. John Howe, Charlie Jim will all tell you that. World's greatest delegator. So we

1:08:43

I

1:08:44

Went down to both's office, it was still hot off the press and bullock looked at it and read it. Read it. Read it. Herb Richardson's there. And bullock said, this is typical of ut. This is really well done. And herb's was (making farting noise)

Dr Mullins
It got you of jail, right?

Bill Cunningham
It got me out of jail, and We did a craker jack job

JVG 1:09:10

It now did. Who invented the notion of the south texas border initiative. I

Bill Cunningham 1:09:18

I don't know whether that was Charlie bill, mike, mil sap, who knows? But it was it very clearly was to us. We had to fund this thing. Well, take it a step further, take a step further, taking a step further. The coordinating board. Now what i mean by that. Okay,

1:09:34

We

1:09:35

Got this. We got this thing approved by bullet our plan. Okay. You loved it and then he said In that meeting how you're going to fund it and i said, with my typical wise ass personality, i said governor my job is to propose. Your job is to fund. He didn't think that was very clever.

Bob Shepard
Bet not,

Bill Cunningham
I thought it was very clever.

And Then, we left and then we had a meeting with some coordinating board people who came down to see us, a new chairman, and he said, I brought ken ashworth with him, and they said whatever you do, don't do any Tuition revenue bonds, you can't do it. I had never heard of tuition revenue bonds. I had never heard of tuition revenue about it, UT. Austin had no choice to revenue by. Yeah, we had no. So with that. I picked up the phone and listened to their presentation and said, well, tell me more about tuition revenue bonds, and they did. And i called bullock, he left, they left. And i called bullock, within five minutes and said government tuition revenue bonds. He said, brilliant will do tuition revenue behind and was that simple. And then we called all the you all, and we all got together. We said, yes, we can do this, which we're issue new bonds, I wish it was more complex than that, but it wasn't

JVG
so interesting. So

Bob Shepard 1:10:56
New source of revenue. Yeah.

JVG 1:11:00

Yeah, i mean because you think they were always around, right, well,

Bill Cunningham 1:11:03

Actually, i never heard of them at UT Austin, please. We never

1:11:07

Please, please

Speaker 1 1:11:12

Well I wonder, who who, it wouldn't have been kenneth ashworth who said

Speaker 2 1:11:16

It the new chairman of the board. Of course we

Anne Shepard 1:11:21

Don't know it was right before you.

Bob Shepard 1:11:22

Well that would have been what 92.93. Yeah.

JVG 1:11:27

Okay, we'll find out.

Bill Cunningham 1:11:28

Anyway, it

1:11:30

Was Kevin here, that goes to individuals said basically,

1:11:32

Don't do

1:11:33

Whatever you do, don't do tuition.

JVG 1:11:35

So they cannot existed as a funding mechanism in this?

Bill Cunningham 1:11:38

No, no, they had, they have been used several times, but not a great deal and, and not much and not at UT Austin, that's for sure. And so i had no knowledge of tuition revenue bonds, but they're real question. Was

Dr. Guckian 1:11:50

How the hell are you going to pay off the interest? Yeah,

Tanya 1:11:52

Yeah,

JVG 1:11:53

Well,

Bill Cunningham 1:11:53

And the answer to that was the state of Texas. Well, the tuition was the guarantee. Yes.

JVG 1:11:59

Never

Bill Cunningham 1:11:59

Been. You know, but the tuition was again, it was good enough for me. You know. Yeah, let's do it. And the idea was the state had never once not paid those bonds

Bob Shepard 1:12:13

Because every two years, They had to pay the interest,

Dr Guckian 1:12:18

They had appropriate the entries

Dr Guckian 1:12:19

And they did. There was no guarantee they know that no

Bill Cunningham 1:12:22

Guarantee but on the other hand, they had And that was good enough.

Speaker 1 1:12:25

You're right be guarantee. Was that there was no, yeah,

Speaker 2 1:12:30

But

Bob Shepard 1:12:30

Let me tell you something because I was involved when I got in a little later after that. There weren't five people and they'll legislature that knew what tuition

1:12:38

Revenue and

1:12:39

What you know the interest payment was. They didn't have any ideas.

Bill Cunningham 1:12:43

Sure,

Bob Shepard 1:12:43

We got it done. Yeah.

Speaker 3 1:12:45

But

Dr Mullins 1:12:45

It's really interesting because Because it was a system. All the students. Tuition. Yes,

1:12:52
Was

1:12:53
A pool. Yeah. For these bonds to guarantee of sure quarantine payment medical school never used them because You know what? Oh so you don't have very many students, right?

1:13:04
So

1:13:04
It's not it's not worth the revenue and the effort of trying to do it. But when you got all this big pool, They work and i don't think the medical schools you ever used much of it.

Dr Guckian
Oh yeah, they did.

Dr Mullins
Yeah, couldn't remember. Yeah, we did this out, texas. But

JVG 1:13:19
The same thing, no her for funding construction

Speaker 2 1:13:21
Or

Bill Cunningham 1:13:22
True.

JVG 1:13:23
Yeah, yeah. Okay. So as long as you take the funding

Dr Guckian 1:13:27
As long as they're legislature was going to guarantee the interest and why not

Bill Cunningham 1:13:31
Why? The

JVG 1:13:32
One thing we knew we could guarantee was that we were going to grow. So that that that amount would always be there. Theoretically to pay off.

Bill Cunningham 1:13:42
I Didn't worry about guarantee. Yeah i flipped on to the next page. Yeah.

JVG 1:13:45
Yeah.

Bill Cunningham 1:13:47
We're about that later. And we ever had to worry about it.

JVG 1:13:52

So so it did the lawsuit MALDEF light a flame. Under any the systems to then

Bill Cunningham 1:14:00

Not among UT not. Not at the chancellors level. I can tell you that. Where it did light a flame with Bob Bullock?

JVG 1:14:09

Well, well what would you say ...

Bill Cunningham 1:14:10

Well i can't tell you that for sure. But he did say to me, i mean, he was very interested in that lawsuit, and he wanted to win the lawsuit, but on the other hand, he did, he was committed to doing something about South Texas. Yeah,

1:14:22

That

1:14:23

I will tell you. So so his flame was

1:14:26

Being a bullock

1:14:27

supporter. I would have to say his flame was not lit so much by the lawsuit as was it was by what needed to be done.

1:14:35

But

1:14:36

I can't tell you that for

JVG 1:14:37

Sure. I was interesting to me about the lawsuit was that That the supreme court said, we the facts of the case are the oh we do not. They're undisputed in this determined that they use. We do not dispute that impact. There is no, no phds.

Bill Cunningham

Sure,

JVG

sometimes we do not dispute for this distance. We've done to speak number of degrees. What we dispute is whether or not, if i recall. The constitution of the state of texas guarantees the same quality of higher education and is part of it. They do k through 12 but they believe they missfiled the lawsuit in that way. And they should have said Anyway that was the Basis.

Bill Cunningham 1:15:21

What i always remember hearing and i don't remember was the US Constitution of the Texas Constitution

Speaker 1 1:15:26

I

Bill Cunningham 1:15:26

What I remember about was that there was no constitutional protection against discrimination for a lot of things but not geography.

JVG 1:15:43

You know, that was part of it.

Bill Cunningham 1:15:45

That's what i was. That's what i

JVG 1:15:47

Remember. It was part of it because there were other places in texas. There

Bill Cunningham 1:15:50

Were also yeah, not

1:15:51

Previous, yes, not

Bill Cunningham 1:15:53

Geography. Yeah. Section, ethnicity. You know, all those kind of things and this is yes, a lot of things but not geographic, not geographic. Yeah.

JVG 1:16:03

And because? Yes,

Tanya

yes you are right

Speaker 2 1:16:05

Yeah, yeah,

Anne Shepard 1:16:06

Okay. I'm gonna, but i want to ask yes at some point after 97 and you interviewed Lucio. Did he talk about his bill and that's what started? The medical school?

Dr Howe 1:16:19

606.

Anne Shepard 1:16:20

Yeah. And who was the first to get? The notice that Lucioid passes bill. No. What do you do

Bill Cunningham 1:16:30

I know this? I mean we were involved with Lucio's bill we at system and i'm sure john you were and for jim, you were Charlie, were that, i remember going down to Lucio's office meeting with Paul Cowan, he with, with Eddie Lucio right? You know, so we were all on to subject on his team. That we were good,

Speaker 7 1:16:49

Bob Shepard 1:16:50

But remember that bill had no money attached to it. He felt like that was sold. Only way that he was going to get started through the legislature because it had been knocked down continually right time and time again. So he said let's let's try this and it worked.

JVG 1:17:06

It worked to establish, to give authority or someday to have one. That's authorized the

Bob Shepard 1:17:12

Established once you funded. It was already authorized that she could have

1:17:20

Yeah.

Anne Shepard 1:17:20

So you bring in charlie or what did? Well

Bill Cunningham 1:17:23

Well

Dr Guckian 1:17:23

I'll tell you how that happen

Tanya 1:17:26

Okay yeah

Dr Guckian 1:17:27

Paul Cowan called. And wanted to met with Charlie and I because he wanted to draft a bill for the senator And he met with Charlien and I in Charlie's office. And we sat down and said paul. What what do you want to accomplish? And we went through that, and Ultimately, it came up with a plan. And it was very brief and then turned out the one that passed. It was relatively brief, but we also got mel ezelwood to help come in and look at it. And say, is this thing is, that's the way to do it. And, and Bob is right. There's no money in it. There's no nothing in it. It just authorizes Board of region.

1:18:09

To do

1:18:10

This.

1:18:11

And that's a way to pass.

Dr Howe 1:18:12

All right, that's it for the conversation. For me, the governor. Fit in because that 606 is generic. It didn't say san antonio, it's in the system will decide on what which one of the institutions. San Antonio. And, Accountability. Yeah. That's right.

Bill Cunningham 1:18:38

And that was a logical choice.

Dr Guckian 1:18:39

Yeah i think everybody knew it was going to be San Antonio

Dr Howe 1:18:41

That makes sense.

Speaker 7 1:18:42

Yeah,

Bob Shepard 1:18:46

It made sense until a decade later when they had the rack and they split the baby up. Yeah

Speaker 7 1:18:52

That's the parties do

Speaker 3 1:18:54

Get oh yeah.

JVG 1:18:58

So, so i

Dr. Howe 1:19:00

Went through the first chapter yet. Well, Open up for the day. I just go, we need it.

Tanya (looking at Dr. Guckian)

We need to ask you, you join, the UT system in 1988 as the executive assessment for health planning and policy. But you wrote a lot of articles in the 1970s, Um, research.

I know. I mean, you, you done. I was astonished about how much research you did in the 70s and then you had your, you had your tenure at UTMB internal medicine and microbiology, And then you were the utmbp for medical. This is why i have posters medical professional affairs.

And then, you come on board in, i believe, what is it? September of 1988. Yeah. And so what brought you to the UT system, i guess, because We're learning how everybody came, okay?

Dr Guckian

I'm going to be brief, And, and 84. And 85 i was perfectly. Happy doing research I was, on my fifth year of an NIH grant And i was in new york and i got a call from the day and he said we're going to fire the chairman of medicine. Will you take over? And i said, well, i'm in new york. I don't know what you want and he said i ask him how long i had. He said, let me know tomorrow. Okay, so i came back and i decided i'd already planned to go to Stanford on the sabbatical.

I came back. And the department was in shambles. A lot of it was because of the oil situation and chairman of the board had taken 20 million dollars to transfer a UT, Austin from reserves in Galveston. And there was it was at a real, we had a real problem that

Bill Cunningham

was a great day for america actually.

There was that was just a yeah. Yeah, and so

Dr Mullins,
i i figured out to get fired over that but it didn't

Dr. Guckian

So, i took that with the chairman of medicine for a couple of years, And, I was involved in recruiting the chairman of medicine. We ultimately hired, a guy from the work for john howel who turned out to be real. (looking at Dr. Howe) Buzz Johansson Remember Buzz,

John Howe (shaking his head no)
Thank you.

Dr Guckian

Anyway, at that time, i was taking care of a chancellor. Hans. He keeps his sailboat in Galveston, so i was taking care of him, okay? And i was taking care of the speaker of the house couple of senators and some others.

Dr Mullins

He was cleaning barnacles, barnacles off the sailboats.

We were I'll take 15 seconds.

Bill Cunningham

Good, i want to hear this.

Dr Guckian

We were going sailing one november day and it was a blue northern and Hans kept his boat in the bay, not far from our house. And so we went down to the boat. And he's, he cranked the motor, the motor turned over.

But the prop wouldn't cut and so, it wouldn't back out of the post . And hans said, well, i know what's wrong with it. So we, we were all dressed for our winter day. It was about 40 degrees. Wind was blowing, So, we went down. To get out of his clothes. Got to put on his bathing suit. Got a screwdriver and jumped in the water. And scrape the barnacles off the prop.

Bill Cunningham

Was this Hans or you?

Dr Guckian

This was Hans, I wasn't about to do that. And so he got enough barnacles off the props that would cut out the prop could cut out and we went out and said Anyway.

So, During that period of time, i had worked with a system. Because they're in trouble with their health insurance, and i've got a couple of years. Uh, learning about health insurance, health financing, and that's what it was going to standard to do. And so eventually, **The role i had as a VP.**

Was a dead end. I knew that when i took it. It was mainly to. Address the demands of the legislature. That each of the medical school began to develop its own support. Because of UTMP, particularly Had dependent on the state appropriations, which was drying up. So we head to develop a private practice plan, we had to develop more patient revenue.

That angered all in the physicians in Texas

Dr Mullins 1:23
Oh yeah.

Dr. Guckian 1:23:39

And they all the doctors mainly in Galveston, they hired bay sparks and he went after me and he got me fired at galveston, yea, yea And so, i eventually Han's, let's go. I need you in Austin and help me with figure out this health insurance business. So that's how i came to Austin. That is an 88. And that's how i came to Austin.

Bill Cunningham 1:24

They got you fired from a Faculty tenure position.

Dr Guckian

Oh i i got me fired as administrator. Oh i kept money too.

JVG

Because you were looking for alternative alternative funding

Dr Guckian

and we developed a plan, which angered all of the private practices in the area turns always exactly what they've done.

Yeah. Yeah. They own a hospital on the mainland. They own one. Yeah. And they're they're better financially, they're not good.

JVG

So were did we read about this Tanya.

Tanya

So there was it was and well in nineties newspaper, story in 97. I found where UT system was in progress of creating an hmo for medicaid patients. That was in 1997. So nine years after

JVG

But but we know there was a story about Guckian in galveston.

Tanya 1:25:04

Oh, town versus gown down. Yeah, that was a 1995. Yes. Yeah. So that wasn't and the next conversation. General. Texas medicine journal? Yes. Yeah, i pulled a few articles.

JVG

So so, may I ask, because i don't know funding for medical schools at all. So Well, what you want, what you were proposing in eventually became The model. For how medical schools survive? Yeah,

Dr Guckian

i mean And uh, in that era in the mid 80s, for example. Probably 70 percent of the funding professional goods, came from appropriations. I don't know what it was in. San Antonio, it was

JVG

80 percent?

Dr Guckian

It's pretty high. That had to fall and over a period of years. The same appropriations has found 15 percent and the practice plan. The professionals revenue for medical schools accounts for at 40 percent and depends on the medical school. But it's it is major source. Of funding.

JVG

So, so the the way to It's a plant, maybe not the right word, but to make up for the loss of revenue, from the state requires to the plan, is a to go ahead and develop a new revenue stream

Dr. Guckian
have to

JVG

and and that's what that's what. For example, in San Antonio. When i go see the doctors over at The five-story MC, whatever building. That's that's part of their revenue streams, created to health screening

Dr Guckian

It was created in 1965 by the regents. It's probably why the doctor in McAllens took an ad out of the newspaper saying we don't want to hear that's exactly sure of course.

JVG

And and so they were they were right in the in the sense that That you were going. I'm asking i'm gonna say it in the statement so that you can tell me about it. Um, they were right in worrying that you were going to Um, offer services. To the community.

That are not. Yeah, and competition with them. Exactly, right. Right concerned With everything and their pocketbook but not it was a pug. Yes, it was a pocketbook here. Yeah, exactly. When i think about what was best for the community, i hear you, i hear you. But i didn't know this piece about making up for the funding from appropriations because you know university wasn't the same thing, right?

Every year, our fun, even the states were getting drugs tuition. Yes, and we would increase position to do.

Vaccine district hospital do hospitals, have to have a taxi district. In order a university hospitals, do they are community hospitals. I'm not sure if they're by the term. We should be like park. You passed one. You said? There's a hospital district. Is Kennywood taxing authority. It. There's several. I think in 20 or 30 40, maybe hospital districts and In the counties in texas, myu Ramirez started watching, authority and drama.

Also if he ran for county judge just to start a hospital district. Yes. Then he got it started that he resigned this county judge but he had that hospital district. Yes so i mean so it's it we did community colleges have at the alarm taxi districts. Yes. And so we know that route of having to go out and beg for people to vote.

Yeah. For you to raise their taxes. Yeah, parkland. A raise to vote, i registered. I went to. County Commission's rate taxes twice, while i was there and three and a half years. Really raise it to what? I, i didn't quite good. It's very hard to do. Yes. Yeah, juliet.

I'm probably the last person to speak to this, but, you know, that big issue especially these valleys, you will know, we don't have taxing, they said, Cameron had already don't have oh what hospital? I'm sorry my community. And so when you talked to valley babuxury, any of the others down there it's the engine in health care.

Non-compensated health care. It's killer That's one of the issues. And the development of iraq and ultimately the medical school was. The fact, how are you going to support residency? Programs without a hospital. Taxi hospital district. For having it, for example. Parkland. Pays using southwestern, and did. 30 years ago, i don't know what they're paying now.

They need to 20 90 million dollars a year. Remember how much San Antonio got from the bare county, but it was a big chuck change. And so relative to the total budget. What percentage is that? Then are in any, i mean, i don't know. What was the question? Well, relative to the total budget of the medical school.

How much does it? Does it? Do you taxing? District, generate 15 percent 50 percent. I don't know. I'm kept after that. That's not it's not in the big scheme of thing. It's a cause of a patient revenue or research grants and other things. It's maybe it's 10 or 15 percent, but that's a big notice that's so good, but it's choose for us.

Specific purpose Juliet. It's not part of the overall all budget. They're trying to solve a problem within the medical school with the uncompensated. Yeah, the big mission healthy doctors being the doctors that take care of innocent patients. Icing. Yes, you're saying that's what they do that. That's that's what they're doing with with the revenue.

It don't do an individually. I mean, central to central budget. So for community colleges, it's m&o, it's maintenance and operations, it's limited to those that function that you can spend it. You can't do it on news. It's like paying faculty in and community college. Yeah, that's what. Yeah, so, so i'm trying to understand.

Let me just make sure i want to say it again. So the revenue, um, skiing for an, i mean, the next

Or anything comes in from a hospital district must go for indigent health care. That's the primary thing. It's a decisions when i go That's whatever the contract says. Okay. Oh so you can have different. Oh okay. Actually when i was ceo. At parkland, it was none. We didn't get anybody.

We didn't pay medical school. Anything But it was, you know, times change operations and a government bigger and more complex. And then when i was chief resident, i remember medicare came in And then, you know, and then that two, three layers years later, medicaid came in medicare I had to go outside in the paperwork for hook for all, internal medicine faculty.

Ever Saturday morning, everybody makes for medicare patients. So, maybe a six or eight. Wasn't much out of a big hospital and medicaid came in. He got to be a big deal because most of her patients were and it's in an eligible for medicaid to let that change the whole financial structure.

Thank you. So, that's really what i was. I wanted to be able to understand so that so the law changes on medicare medicaid. Yes, and that drives you how you operate and, and whether in texas, same way. So, so things are not always driven by the obvious but often by Policy change my money.

One of the problems, for example, the deal medical school is that they do not yet have a practice plan, right? They do not have revenue, that goes to the medical school to support their full-time faculty. I don't know how they're operating. I do know that they're operating or have operated in the red.

Tell her simply practice. Plan definition. You go see doctor that you could pay. Well. The fact a full-time faculty. As a university of Texas, medical school signs of contract that says i will Allow the billing office to bill for my career profession. They're revenue that comes from that. Claim for medicine for writing medical care goes into a pot into the practice plan.

That practice plan grows and the dean. Who decides how that is going to be allocate, how much it could go back to the individual position. How much goes back to the department, how much goes to support the medical scoop. When when current with us all was the was the president of UT Southwestern.

He kept 20 percent. He is was a highest. Any pressure.

Do that that's done. Yeah. Fairness. Charity springs started that. There you go. He's very effective president. But Juliet that was always a big problem. Have a little bit of knowledge of that because when valley baptist sold, The first time they had, they had to keep 49% of the assets.

I went on the board So i got to see it from the inside for a few years before the whole thing was sold it. You know, to tenant And everybody worried about that all the time. Sure, how are we going to come up more money to take care of it Nintendo because you, couldn't remember, you can't turn away anybody.

They walk in. Yeah, to the emergency room. You can't say and i was the law in 1986. Okay, that law was placed into 1986 where you had something long. Yeah, you couldn't. Turn away indenture. We're calling her bill. So, so Of, let me go back to the, to the doctors in, in that gallon.

Oh boy, because because i needed to know, understand this better too. To ask that again. So the doctors there. Were angry at the town gallons of pea and four maybe they were angry. They were they were angry at the notion of Competition. That would come from a hospital district.

Now remember this is just a time of the rack, not the med school. This goes all the way back before the right came in, that's when they first started. Getting regional academic health center, medical school component, Under his watch. They were saying that this was going to be going to happen if we're going to happen if they let it.

They didn't want it then there. They being hid outgoing doctor, star medical society trying to stop the next iteration. Okay. Yeah, no. They didn't want them to come down. Period. Well, 11, part of the problem is I can't tell you exactly the percent because i think it was 60 percent of the Practicing doctors in Rio Grand Valley had four medical graduates.

And that's what that's part of what driven driven it because they, They didn't want to make, they didn't want to compete with the medical school faculty. It couldn't, and they prime. Well, i can't remember and that's that's enough. I don't know. Well, it's not what we were talking about too, is that we had to get the cooperation and the permission and the and the involvement of the community physicians.

And that's why we had discussed way back then. She just so let me, let me ask a question

about them. You mentioned hospital district, didn't, um, Dell pass. A hospital district. That's another challenge. Because, That people have voted for that. The perception that you just articulated, that that money is going to go to tear the images and it's been a reason not at this show that Or whatever year one year or two years, eight percent.

Went to directly as you care. So right now, there is an audit to find out it. Course, the point that Jewish is making them. When that? Um, revenue comes in. It's a portion of these to go to real and part of the faculty supervise. The fact that they etc And and it's hard on all it's easy to translate that into how many runny noses.

You saw the clinic on the four section of these. Awesome. So how is it, as simple, as the fact that UT pegs are not taking care of the energy? To worth 25 million dollars, worth it? That's another, that's a third. Component. Yeah, you're right. That's what it was. A thought if we got 25 million dollars to 25 million dollars ought to be spent on indigen and it's not being in there and delivering 25 million dollars worth it.

Yeah. 35 million forever just kept it with it too. Your life go out here to pay faculty and faculty development and people that goal of course and it's money can all be moving around but the real questions are we delivering 35 million dollars that have energy

Okay, i did not know about that. And the lawsuits on behalf of people who pages. There's a lawsuit is from the hospital of district. And the entailment. I guess those are the two major there when they set this up in austin. And my opinion, they screw the whole thing up.

I know that three parties in the contract And and the contract is so complicated that nobody knows what? No, thank you. Where the free party. See satan. Ut and the husband district. And you say and otherwise generally and san antonio dallas. They're two parties. It's the hospital district and the medical school.

Makes it relatively simple and when you bring in a third party ascension, Which is. Non-profit. Right. Right. Yeah, you get a three-party contract, that is so complicated that i i'm not i'm not amazed at all. It's the only hospital district that doesn't deliver health care. In the state of texas.

Play contract health care was seen. And hospital district, just handles the money in the contract. And all the other hospital districts. Deliver healthcare directly in their own clinics. They own hospitals. But not here. That's what jim's saying, basically it. Yeah, that's three party deal. It was going to blow up some time and it did.

So is it a fair statement? The simple statement that in order to have a A hospital. All hospital district dollars need to go to Patient care. No. And no. It goes to build what i was passed. It comes. Yeah. It goes for buildings and clinics can be anything. So every conversation could be different.

Yeah. What do people go for? What that's happened. Whatever? What every contract kept every hot? We said you said, we had about 12 or 13 hospital districts. Oriented on the stage they're probably 30 or 40. So some of them are not already bob in houston, for example, that takes care of a lot.

Okay? So bento probably hasn't had a hospital district. And it can go run. It can go well, El Paso. Amarella. Is it? Um, Because of the doctors were opposed to it. Did that interfere with a legislation and the legislative process? No. You know, i supported regions directed. All of that.

John i i don't know you guys would know but the fact that prominent doctors in the community were opposing, it sure didn't help us didn't help us really was we didn't want it in McAllen. Okay, so if you're making your head, so the decision, let us go to harlington.

You know, that's deep tooth pressure off. They're very, they just not didn't want their backyard. Bill it helped us in harlingen because we wanted it valley baptist was not. So profited at that time and we've been very successful and getting our doctors to come on board and was on that committee talking to him.

So, I mean, we were happy for them. So clean. Yes, supinita was taking a lot of that engine health care and so that partnership was not i mean was in important feature of harlington it was a plus. Yeah absolutely well and you made it happen. You made it happen.

That was the largest hospital.

The others were all for profit hospitals. I think except for a couple little ones, maybe there right now in the valley, our hospitals are all core profitable issues. It's kind of interesting when I still don't understand that. I mean, it has a huge unemployment rate, a huge number of energy and patients.

And, and How did the poor profit hospitals? Make money? Now, if you don't have any other escape route into it into it hospital district hospital. I That's another book. I haven't figured Jim are you know by Charlie here's the thing you can tax people. But you can be persuasive and get them to vote for, but if they don't have money, you can't tax them and get much.

That's right. And so that's been the argument for school equalization. Also, is that you can, i mean i had to tax people at a higher rate. In our taxi district and generate less money than if you're the Dallas community college system. Yes, it has a higher tax base, right?

So i mean taxi is Available. But but the poorer of the people, the left even a generate it, right more? They're going to pay. Uh, i can't imagine what's happened with the immigration problem. Now, Down in the valley. It's a it's complicated. Like i'm sure it's complicating, this is a political footballs are making it.

As with the payer mix. That includes medicare, medicaid and non-bay. Is that they're charging much more. To the medicate and medicare, then we do the rest of the state. They're making it up on commercial insurance that they have. Right. That's how they're making it work, which means that people who have insurance are paying higher premiums?

Yes. And they should be. Yeah. Yeah, let's see. That's exactly right. Okay, so going back. That's a whole books. Like, you know, the notion of why you you want the list of doctors, right? And i remember being with mickey maeder in a cab somewhere and mickey we were like driving.

I don't know where from somewhere and he was lamenting. Having just met with the mac gallon doctors and and he was upset at it, he said i have two plus seven people. They were my students. I taught him to care about their communities. Oh, and he was just so distressed about The fact that he couldn't convince them.

He had tried, he had gone to McAllen who you talking about nikula mader. Oh yeah. And i don't know where he was at the time in his role. That i would have ended up with him but probably president managers. Oh maybe that made me so yeah, that's right, yeah, that's right.

But he had been called in probably to come and help sure because they knew about him, well, you know, Mario Ramirez is on the board. And he was, You know, he was very supportive. And his son is the cardiologist in McAllen. His son was opposed. Oh my goodness. Was he?

It was, he on that list of people, i wonder who is that? It was like the major son. Well,

I'm sorry. I was talking about nikula mater. Okay, okay, yeah. It still interesting. You're right because Mario but i mean this is son. Is there, isn't it? They had of the alonso's hospital. There are hospital. I think and making sure yeah, yeah and

One of my professors in southwestern when i was training and i've known him from here, that's it. And he said he reported to me when i came down here.

Well, i have the facts and then i also i had to go through microfilm and actually get the newspaper, clipping that full page article. Okay. Randy's also looking forward to it. Just no, i have, i have everything. Still let him look for it. Okay. We need to do that.

No guy. That's where all the blackouts that i can give it. That's perfect, he'll be happy. He'll be really happy. Yeah, guy really wants to see. So that's all the list of the doctors. We remember that but what i was kind of asking is that once all of the legislation was passed and it went to bill and you all had a little bit.

Uh, Then it goes to the board. Right. And that's what i would. I would be interested to see how you present it to the board. Who and donnie Evans was chairman of the board at that time. What what happened? I didn't donnie evidence. I was asking how did how did bill and you talk to the board?

Obviously got out about the the legislation said, okay, we've got this baby here. This ragged, we've got to put it somewhere. Well, we we briefed it when i recommendations were on how to do it and i gave you a speech. I gave you a speech in the region in 1984.

Yeah, really excellent airline said pretty well for one from Evans, and one from But it's still very centered. Okay guys, who thought they were a face mask? Uh, shrimps on them. Yeah, anyway, And all that information.

Password legislature.

Administration. We done.

This all happened. That would not be actual. The regents were on board, i think charlie. Yes. They they understood the problem and they're assuming the issue there they were, they were supported every involved in it. So it was not, it was not an issue. Well, bill, let me ask a question because obviously, and our intimately involved on Harlingen's part.

Rooting forever. Y'all went out and had an RFP. Yes. That was a whole interesting process and he was himself because it's very involved in it. We actually found out. One of the groups of john wanted to too much. Why the blue and green? In Harlingen hired the loon he really made they represented us.

Yeah, i think carol lashenbrenner. Represented, you all. What you ended up doing at the end of this process? As you, you basically. Forgot what you are. If he said, You put a component in edinburgh. Component in harlington, and a component in Brownsville. Brownsville goes to the

health science center in houston, obviously in harlington.

You know, we we go to you all john administration bill and Then. In edinburgh. I'm not sure what research. I know it was research but where did it go? What did it go on? So yeah, a little no, no i know that but who was it under? Was it understand sanitionia?

Okay was understanding So who came up with that idea by the way? Ann and i were at that board meeting in houston when the decision wasn't was smoking. I believe i can tell you that jim and Charlie much better feel for that. But i do, i do know this.

That the idea of splitting the baby, with some of you we just realized we had to do politically he could not, we could not Put everything in one one community and and i don't disagree with that. No. I was politically impossible. Right. No. That's right. Yeah. Our opinion. It was the only way it was kind of Yeah, i'm gonna happen but it wasn't metallic.

We put the pH there. We did. We did put residency program. And McAllen in a building and How's the residency programming? Because they needed something. And, you know, they the land they gave was totally inadequate. To put a much of anything, they'd change. I don't remember. They changed. They changed mayors.

You know, who's the old guy? I'm right. That ran into othal brand. Yes. Exactly. Really changed. But mayors are i think the mayor did not understand? The economics and how important he didn't want to understand. And and of course you counted on by all the doctors. So That was a problem but we put the public health one and brownsville because it that, you know, So close to the Mexican border and you have a lot of public really major public health issues on both sides of that border because you do all up and down the border but it's especially right there and that was a good.

Good, good place to create public identity, educate, public, health, doctors, who could stay there? And even in the mexico and help with the public health issue, which is a big was a big problem. And, Forgot. When we put in edinburgh, there's a pH the region, put one in bed to the phd program.

Farm d. Maybe. No, it was research. Yeah, it was research. It was research. It was the only school. I had a PhD program. So that's a pleasure. We went down there with Tony Sanchez. Yes, by the way, tony sachets will not tony says he doesn't want to be interviewed basketball, he does.

No. He was very supportive. Tom later he won't. He doesn't want to be able to get biased. He doesn't want to be interviewed us. Oh, When well, he was a major player right now on a number of occasions. With the staff from the representatives and senators, from the valley, telling them that if they really wanted to have a medical school, They're heading to get together decide where he was going to be and we're the hospital that she's going to be right, where was it was going to be the teaching?

That never happened. That force a hand inside. I thought tony played a very positive role on the board of regions. Yes, he was certain now. And again, he's very helpful, he was very helpful. He he understood local politics better than any of us and And he was very helpful.

I mean he ought to be You ought to get nice four star marks. Here's nothing to be afraid of. I don't know why he doesn't want to talk to you. No, i don't know. I don't know. And he, you know, tony was one of those that was a few regions who would call me on the QD and he said Dr.

Garcia there, this issues coming up before the board of regions. I need to understand what you think about this is going on. And so i've been telling my opinion and then he said we never had this conversation. And i mean, one time he sent his plane to brownsville so that i would fly to Laredo.

So i could tell him about an issue. And i think there's an earth coming. It's just functions. I can't beat that happens. He called me about three months ago, two months ago. Yes. And you know, Maybe that calls that and i was not in and i called him back, he never returned the call God mccaan, bill No, just to tell you what addition what we're doing.

I'm not understand. I tried to explain but you know, like he called me and then i drew to calling they were called me back because the other one, they said he would try to call him was Left heart. Yes, he said, i'll try and i haven't heard anyway. I'd like to hear his He was very positive force, he was, and he was very negative to us.

Was he really yeah, and what's that? Well, what happened bill? Is, before you all. Made a decision to have an RFP. With Randy Whittington's leadership and others throughout the valley. Yeah. Cute net. The michael puke natin brownsville. Now rosely wisefell, who worked for two mccallen? Put together a group.

To put together a distribute a model. And they had a plan, they all had a plan that they all agreed to. And like yeah, an m o u, that's exactly right. And they came up and they had a meeting in Brownsville. And tony came to the meeting. I wouldn't at the meeting and my story goes from listening to, randy.

Tell it many times. And what happened when when tony saw this. He said this is unacceptable. We're going to meet. We're going to let you people compete against each other and i understand the meeting ended, right then, really? Yeah. That's the one of it for economic development, reasons in McAllen, for the bank, You know, randy when he can.

It's been so much time in my office. Other sort of charging for rent. During this legislative process, right? He really pushed it and he was amazing guy. He's been the mayor. He's a mayor. Well, he was supposed to be here today, but he and his wife are Or travel.

For about a month, but he knows his money by regards. When you don't, oh well, he knows as much about this as anybody. But anyway, gold that great that that was the The story, and i've heard it from other people. Where did he? What do you want to do?

He wanted it back down, that's where his banking interest or Yeah. But i first met him. I thought i was seeing to godfather who wanted it there. Tony Sanchez. I'm sure he It was right on the godfather's movies but, you know he turned around did things. When i was chairman of the EDC down there, we had a problem TSTC.

He sent his plane over and counting down the guards are nice, flu, and pick, Bill Ratliff up. Influent to Harlingen. Yeah, and turret. Harness itself. We were i from our my perspective on the border regions, he was certainly why? No i i understand. Well. Because of that. I mean, obviously we ended up in a big fight.

And i wish you could. Yeah, you probably ask a number of people how that were created but that's that's the way that was created. Like i said earlier. I have no problem with the way y'all did that you had you had to do it in some form of fashion that way and it made it easier for, for from

our perspective and harlems and to make the right decision, the largest not for profit hospital, that's where the best best doctors were at the time to make that medical decision.

The Andrew, is he program going right? And of course that's now changed. I don't know what's happening. Well, tenant owns it. Yeah, army tenant hospital owns valley baptist, it's not enough. There are no more not for profit hospitals in the valley, you know, juliet. That's and i don't want to get too far off here but The other thing there's been a lot of discussion about in the valley, especially in Cameron county.

I don't know how much in my gallon But talking about a taxing district and building a hospital. Now, valley back just doesn't want to happen. Well, they've always said when they've heard that he said we'll help will help you build the taxi. I mean, pass the tax industry but obviously we'd like it.

You know, and that will kill it. I agree that thank you. When UT our TV was working the Legislators to see if we could make it happen. Without naming where the administrative offices are going to be. Because we've learned that this whole thing too, what the name of the school was going with a mascot but i mean, we went down all the way the Scorpions, the same.

Look, it's gonna get us into them. And that's the only way that we were able to grease the skills. Enough to where everything else didn't matter as much. It's our only way to break that. You know and you know how well we have been trying to do that. And so so all of a sudden that was a that was so enticing to folks that the regionalization of the plan became very powerful but i do without without being specific and and remember there was no headquarters name for RGB uh utrrd at the beginning for that reason.

And that was very smart thing. I think to do, the only reason we were able to get it through. But but it doesn't solve it all right, because then you really have to do it. But what i was going to say is, The, what the but the valley think then is well, if you did it with the university, maybe you can do it with that the airports.

Well, We have three airports in the valley McAllen brownsville and harlington and they keep building and building and building and building and they don't want to split it up. They don't want to end And and so disability can do that and then we can do the hospital but so it's it's interesting.

Yeah. What people are wondering is can we take what we learned from the RGB experience and apply it to other valley like issues? We'll see that, you know, Julian? I don't know if you get this in your book but the other part of that too. It's look what happened when they created.

The med school i created dell from Rio Grande Valley. At the same time, they're not a freestanding. Med school. The med school, the valleys under UTRGV Dells under details. Never happened right before in the UT system. Yeah. Yeah, told me yeah well yes and that's a whole other discussion about it.

How that happened because You know, the, the next one on the, on the, by the coordinating boards, own report about whether it needed was supposed to be RGB, right? Austin was nowhere on the radars, right? And then they were going to fight now, it was going to be Austin versus RGV going back to the legislative session and everybody said we're going to kill each other.

No one's going to win this one. So we promise to not hurt. You. You promised to not hurt us.

Sing kumbaya and we'll go and work will work, both of them and that was a smart. So, i think, you know the problem that Rgb. Medical school now has a my view is a continued fragmentation of appropriate.

I mean they have A huge issues and they have residency programs in four hospitals and they're different residency programs and they're different hospitals. So the residents don't have an opportunity to interact. That is nothing good way. A good way to train people. Yeah. Right. And they've got to figure out a way to pull this together so that the faculty and the presence are very in one place or at least a couple of places rather than scattered all over the valley.

This is distributed model work anywhere. No. Not wearing the medical school world? No. I mean, Distributed meaning. Well, i mean like our balances that have branch campuses. Yes. But the branches are more or less and self-contained. Yeah, but under one, yeah. So are we the first model of this, then I'm not sure it's a model.

Trying to be a baby bottle. Yeah. But it's not. It's not the way traditionally. That people learn that they train together that they interact. Not only in clinical care, but client of research. And teaching, it's just just Fragmentation. That's in one of the reasons that's happening in the valley is they're just going wherever they can back bar and steal money for a residency program.

My understanding is that's still two hour intense scores. Lack of residency programs.

Problem. Yes, no college course, management. Be construction of every report that I have looked at say, as we shouldn't and the one, the one negative vote that we got when we went to the senate for UTRGB. Was a doctor or get his name? And he was against it because we weren't increasing the number of residents.

For students that was young and so that's and it keeps coming up in every reporting. But that report started in 1975 with the texas legislation coming out. Stating we do not have enough residency programs in Texas because we're losing at that time. What was it? Four million. 50 thousand and they said the cost was 150 thousand per resident that leaves our state.

That's a fight in this continuous and it's continuing. Jim enough thought that every two years and legislature But even more important was a federal was that the federal leveling on the residents, The funding for medical schools and Comes out of Medicare. And it and they had a. And so the salaries for the residents through not much and the beginning but have increased was Was out of many out of Medicare.

And when it first started, The states. And states were asked, is cement information about how many residents That you need in your stay or you have in your state. And whoever did in our state scoot it all up, right? Right. I mean we have You know, new york california, Chicago, Illinois.

And get. Big chunk of. The funding for American for medical residency. Yeah, and i thought that and i actually went to congress and lobbied to try to get him expanded for the valley. But, you know, for the And Harlingen hospital but it wasn't successful. Charlie, did you go with Bill Cunningham to washington?

He went with me once in a while. I was so good.

I did that for 20 years, let me tell you Charlie, didn't we get camped and wasn't that the problem to everybody said it was a total cap. It's a total shark. We got cap discovered, right? Because,

you know, it was a national camp and nobody could expand. You know, that was history.

I don't know when that must have been a 60s or something at all developed. I can't remember that Jim maybe you do.

Hit the cap, the number of residents. And i've created all kinds of habits for new york, new jersey, and the people who At that point had all the rest at all the rest. Why? Yeah, it hurt us more. About it. Yeah, if you haven't, you got them. You know, they'll never will I'll tell you a little funny.

Oh my goodness. Washington was built you. I mean, we went up there. One time he didn't have his billfold. You know, he didn't have anybody did have any ideas and we got all these federal buildings and Same thing, haven't been galveston. I went over to Galveston one day. A few team playing, guys.

I didn't have built folk and had to go over to go's restaurant, and i said, my school, come on in with no problem at all.

My car running on campus. It's a barber shop the other day. What i was 45 years old. Okay, you also tell the story about going with charlie and be rapping for well. That. That's what we probably got a better time. Yeah, the bottom line was I got a call from bernard rapport.

Saying he was so excited about hillary's new hillary care. And i have been briefed by these guys to tell me that this was going to be bad for uti medical school because the funding was coming out of the medical school. As i remember, And so, we said, We need to go up there but rapport instantly flipped his long, love for the Clintons and immediately said, we got to kill the bill.

I mean, he did he didn't take him 10 seconds. No one had explained to him who was responsibilities, were to, he loved the clintons. So off, we go. So my, i remember going like this, bang. I dodged a bullet right by. I remember, just going like that because i explained to report the problem was he?

So he'll go to washington next week i thought, sure, but next week, we're in washington. Did you wear that trip? Jim okay. Well Charlie, yeah, i wrote the report but yeah. Actually, actually, the bill was not that bad. It was fixable. Yeah. But it did get killed. So we so we went up there and Charlie and Mike and me and we had a representative of the Yes.

Our lobbyists Washington lobbyist. Yeah. Obviously a lobbyists from the whole medical community. Yes, so We went in and sure enough. Kennedy met with us as report city, would he had lunch for us? We had a special meeting of somehow subcommittee with wrangled together so we can make presentation and they listened and they listen at the end of the day.

Rapport says to me, do you have any tickets? The state of union speech? I remember going like this, I have no tickets. Is that night? I have no tickets to stay the union speech. You give me a break, you know. I said, literally, i remember this, i can get you into a baseball game at Austin, probably, but i have no tickets to stay unused.

And he says, let's go see the speaker of the house. We go. Charging off to speaker the house Tom Foley's office. And rapport. We go up there. And he says this. Sorry, sex is comment. He says this 22 year old girl. He says you're the cutest girl i've ever seen.

Future up and i honey, it was so funny. He said you're the cutest girl and i know she's the top

seven because i'd heard him say that six other times that day. And she explains to fully, she explains. You go back and all of a sudden we're ushered into the back to see Tom Foley an hour and a half.

Roughly before the stadium speech. And who comes in, of course, Bill Clinton, And now we're sitting there an hour before the state bullshitting, if you like that, i know you never heard that term with it, with the president United States and talk about all kinds of fun things. And then he turns around and says, Bunch of boys, you know, women Weren't you, boys.

Come over to our morning for breakfast and i said works for me, i'm available. So we go all the next morning knock on the security office here and i say my name is bill cunningham. We're here for breakfast. And they said, well, come on in me, it's the chief of staff is waiting for you, and George Stephanopolis is waiting for you.

And they took us in. And we went down the white house mess and we had breakfast and then the word came up the president wanted to see his new office. So we went up and see what i always asked my students, i always say my students say, truth to power is very important.

So i say to you all, which i won't make you do this. But i say, dude, we say truth to power Did we say mr? President, your wife's bill. It's really bad. And of course answers. No. Of course we. But we didn't help kill a bill. Yes. And we probably shouldn't have killed.

Probably, i wish it had it passed. Yeah. You should add remember that? Yes. Oh my oh, you turn this loose. You should never let us go to Washington by ourselves. I was just looking for a pain. It's not going. Well uh i i wanted i got much more than that but we had hoped and i no no i mean you know what no no no it because i mean i could sit here i don't want to over Say are welcome.

And i know that it's been tough to get everybody together. We like to get together, though. Actually, Well, i mean it meant it may it means a lot to to Tanya and i as we try to Put together one or two questions that we left on. That you don't need to be addressed.

I hope you're good with card news. I did record this and i had a backup. We just wanted to make sure that we capture the efforts of, but, you know, and and that we're not missing something glaring, we're going to miss a lot and we're very proud of what happened.

Yeah, we're very proud. Well, and i guess that was a that was the the biggest part of this is to To say, thank you because Because, It's not working perfectly yet. But it never is ask, john sharp. You know, i mean it's never going to work perfectly because we're all ugly, you know, keep at it.

And people depend on us to do that. And it was important work and we did it. Honestly, i have two comments. Uh don't model your book after ken shine. No, on the history of the ninety, Austin medical school. I won't go anywhere. No, tell me. Tell us a little bit more.

Yeah, ordered it. I haven't read it. I well done book. And it's well done from kins from one of you. Yeah. It's written not about the real history of how that medical school was developed. It's mainly about how. Yeah. Okay, yeah. And it's got, it's got a little, it's got people PowerPoint.

So i've read the book. I have, i read a lot, i've read a lot. Um, i i second that and The book is heavier because of the back the binding than what is actually. Um, but half of the book is is appendix and it's a lot of Maps, and not maps, but charts and charts, and PowerPoints, and it

doesn't really to your point.

I, I agree with that. Well, Tanya, we were trying to figure out how for a budget, but the future of what it would take to get this published. So we were looking into like, the utpress and juliet said, well, this looks like it shines book was published by ut health press.

So we start looking into this and there's no such thing. We all know that I haven't either. So you go look at shines but yeah and see it. That just means UT assistant paid for it. We're yeah, I'm somebody, whatever, whatever. He figured, we think he created the other one.

I was going to make If they're five new medical schools, we had developed right now.

No, no, midland. No, elderly houston. Oh, tyler. Tyler. Yeah, san antonio What huntsville? And beginning. The fifth one is it permanian foreign? Essential tued by one houston's by the other houston tcu Incarnate word and senatoria osteopath university of houston and medical school. I've mentioned that one months bill is a positive path.

By the medical donnie, Andrew Donnie Anderson, Donnie Evans when we interviewed him said, they are in the middle of their proposals. For a medical school permeation in the permium base. Well, consider it hard now. And they're looking for apartments. And so, no telling what will happen in the next session.

Well, thank you. Just go get their own little whales, but the contention is, yeah, it's their oil wells. That's exactly enough, right, right. Yeah,