

## INTERVIEW OF DR. ROBERT TOULOUSE, 1994

BLAKE HAILEY: Today's date is March first, 1994. I'm Blake Hailey and we're making this video in the University of North Texas. And we're pleased to have with us today Dr. Robert Toulouse, Provost emeritus here at the University of North Texas. Dr. Toulouse, thanks for taking time out of your busy schedule to meet with us today.

DOCTOR ROBERT TOULOUSE: It's a pleasure to be here.

BLAKE HAILEY: I'd like, if we could, to start back with your early days at North Texas. Perhaps what brought you to the University of North Texas, and your career up through now.

DOCTOR ROBERT TOULOUSE: Well, I actually came to North Texas in the spring of 1948, directly from graduate school at the University of Missouri. I'd been in the military for five years during World War II, and went to the University of Missouri to complete my doctorate. I was offered a job at North Texas in North Texas State Teacher's College and took it. Came here and began teaching in the College of Education, then the School of Education. And in 1954, I became dean of the graduate school. I was dean of the graduate school for many years up until 1982. Then became then vice president for academic affairs, and then Provost. Retired --

BLAKE HAILEY: Your first retirement.

DOCTOR ROBERT TOULOUSE: Yes. Retired the first time. And Dr. Hurley asked me to come back for a short period of time while a search was being conducted for -- for another Provost. I stayed for a year and a half that time, and then retired again in 1990

BLAKE HAILEY: And that's when Blaine Brownell came in, and he's now the current Provost?

DOCTOR ROBERT TOULOUSE: Yes. Blain was the replacement. We had a replacement for me in 1985, and I stayed on as -- oh, a consultant and doing various activities for a short time after 1985 while the then-new Provost was getting adjusted to his position. Then he left the position and -- after about two and a half years, that's when I was asked to come back.

BLAKE HAILEY: And then you retired again?

DOCTOR ROBERT TOULOUSE: Yes. I retired in 1990.

BLAKE HAILEY: Well, there may be -- you never know. There could be a third time.

DOCTOR ROBERT TOULOUSE: I doubt that very seriously.

BLAKE HAILEY: Years ago, back in the early 70s -- if you could go into how you were approached by the Texas college of osteopathic medicine, which is now the UNT Health Science Center, what started all of that, and how did you get involved with osteopathy.

DOCTOR ROBERT TOULOUSE: Perhaps it would be appropriate for me to tell just a little bit of how -- what was going on at North Texas at the time.

BLAKE HAILEY: Uh-huh.

DOCTOR ROBERT TOULOUSE: Because I think that's perhaps appropriate for my interest in the developing relationship between the two institutions. For many years, North Texas had very few graduate programs. Then we saw an opportunity to develop very rapidly by participating in what we call the federation of North Texas area Universities.

BLAKE HAILEY: Uh-huh.

DOCTOR ROBERT TOULOUSE: This, I helped develop involving three institutions: North Texas, East Texas, and Texas Women's University. And it was a graduate relationship.

BLAKE HAILEY: Uh-huh.

DOCTOR ROBERT TOULOUSE: This gave us an opportunity to develop programs for this area of Texas. So we -- we're learning to work together with other institutions.

BLAKE HAILEY: Uh-huh.

DOCTOR ROBERT TOULOUSE: Prior to that, we had North Texas. When I say "We" I'm usually referring to North Texas.

BLAKE HAILEY: Uh-huh.

DOCTOR ROBERT TOULOUSE: We belonged to what was then called the Inner University Council, which included all the institutions in this region.

BLAKE HAILEY: In the north --

DOCTOR ROBERT TOULOUSE: Yes. Private Universities, public Universities.

BLAKE HAILEY: Uh-huh.

DOCTOR ROBERT TOULOUSE: Community colleges. TCOM, later.

BLAKE HAILEY: Uh-huh.

DOCTOR ROBERT TOULOUSE: But at that time we did things together that would be appropriate for private and public institutions to work together. For example, the library. We developed a card by which students at any of the institutions could make use of the libraries of the other institutions. So we had a background of working well other institutions, and I think that's appropriate.

BLAKE HAILEY: Uh-huh.

DOCTOR ROBERT TOULOUSE: Because when -- this is, I guess you would say in the folklore of our two institutions. Now -- then TCOM and North Texas. It seems that perhaps in 1971, toward the end of the year, perhaps late fall or perhaps even into beginning of 1972, one of our faculty members, Dr. Silvey --

BLAKE HAILEY: Oh yeah.

DOCTOR ROBERT TOULOUSE: And the then-president of TCOM, I believe it was Henry Hard, were at a meeting together -- and I don't really know where that occurred. It was certainly not in this region. I vaguely think it might have been New Orleans or could have been some place else.

BLAKE HAILEY: Uh-huh.

DOCTOR ROBERT TOULOUSE: Dr. Silvey, being our person who counseled premeds --

BLAKE HAILEY: Uh-huh.

DOCTOR ROBERT TOULOUSE: And I think he was at this medical meeting to which your President had gone, that would have been -- let's see, I believe you had your first enrollment class in 1970.

BLAKE HAILEY: Uh-huh.

DOCTOR ROBERT TOULOUSE: And so this would have been perhaps just after the second class had started.

BLAKE HAILEY: Uh-huh.

DOCTOR ROBERT TOULOUSE: And they were talking together -- as I say, the folklore was in a bar, but you can -- I don't know where it was -- about the problems that TCOM was facing. It seemed that after the second class was admitted, it came time for TCOM to think about accreditation.

BLAKE HAILEY: Uh-huh.

DOCTOR ROBERT TOULOUSE: And the -- I suppose the director, or the person in charge of accreditation for the American Osteopathic Association had scheduled a visit.

BLAKE HAILEY: Uh-huh.

DOCTOR ROBERT TOULOUSE: President Hard, as I understand, and this, again, is hearsay, and perhaps this is the time for me to put a disclaimer -- my memory, you remember, this goes back to over 20 years.

BLAKE HAILEY: Twenty years.

DOCTOR ROBERT TOULOUSE: And I'm seeing it from the standpoint of a person at the University of North Texas.

BLAKE HAILEY: Right.

DOCTOR ROBERT TOULOUSE: At any rate, President Hard assumed that there would be some problems, because at that time the facilities for TCOM were quite limited.

BLAKE HAILEY: Right.

DOCTOR ROBERT TOULOUSE: This goes back to the time when TCOM was housed in -- in a converted bowling alley.

BLAKE HAILEY: The infamous bowling alley.

DOCTOR ROBERT TOULOUSE: But I would say I have -- was there several times -- that, that bowling alley was extremely well modified. And while we perhaps disparage it a little bit, it -- it provided --

BLAKE HAILEY: Services.

DOCTOR ROBERT TOULOUSE: -- a very usable space. But nevertheless, it would appear that this would be a very difficult accreditation visit.

BLAKE HAILEY: Uh-huh.

DOCTOR ROBERT TOULOUSE: Particularly with reference to what I would call "The basic health sciences." And Dr. Silvey said, "Well, we ought to be helping you with your basic health sciences." We have well-qualified faculty. As I understand it, many or most, or virtually all, perhaps, of the faculty at TCOM at that time were part-time faculty and part-time practitioners. So that would have been, as I say, at the end of 1971 and '72 -- beginning of '72. And I believe in February of 1972, we had our first -- I'd say "formal" meeting. And from that, the University of North Texas agreed to help in the instruction of basic health sciences, and a contract was worked out to begin in September of 1972. The contract simply stated was that North Texas would provide the offices, the classrooms, and the instructors for the most part --

BLAKE HAILEY: Uh-huh.

DOCTOR ROBERT TOULOUSE: -- for those -- for those courses.

BLAKE HAILEY: For the basic sciences.

DOCTOR ROBERT TOULOUSE: For the basic sciences. And we modified the biology building -- the fourth floor of the biology building, to provide office space and other needs for instructing those classes. Now, the classes actually were held here at North Texas.

BLAKE HAILEY: Uh-huh.

DOCTOR ROBERT TOULOUSE: Now, perhaps that's enough on this point; but the reason I got into it as graduate dean, and during this period in which we were working with the other institutions in the federation of North Texas area University, I had to write a great many proposals for new programs.

BLAKE HAILEY: Uh-huh.

DOCTOR ROBERT TOULOUSE: Because we saw that as a real opportunity. The time was then, and if we acted then, we could be successful in getting the programs -- I'm sure you understand that in order for us to start a program, we have to have the approval of the -- of the coordinating board for the state. So here as I saw it, was another -- just a real opportunity for us as a University to work with a medical school in some kind of a relationship, which was yet to be determined, that would make possible new graduate programs, which would meet needs of additional students in the area through the offerings here at North Texas. So that's the reason I got involved in it. Now, I can go on and tell you more about those early days of those -- how it worked. But perhaps that --

BLAKE HAILEY: What --

DOCTOR ROBERT TOULOUSE: -- better be delayed, or --

BLAKE HAILEY: Go ahead, please. I'd like to know a little bit about the relationship at that point as far as how it progressed from there -- and some of the stumbling blocks that maybe you encountered in those years. I know it was growing pains, I'm sure.

DOCTOR ROBERT TOULOUSE: Yes. I wish I could say everything went beautifully, that there were no problems that ever developed. Everything was sweetness in life. But of course, that wasn't the way it worked. The contract -- we did the instruction virtually -- I say "virtually for nothing."

BLAKE HAILEY: Oh.

DOCTOR ROBERT TOULOUSE: We provided the instruction as my memory goes, and again, I say this is from my memory -- I believe for about \$25,000 a semester.

BLAKE HAILEY: 25,000.

DOCTOR ROBERT TOULOUSE: The total for the year was \$50,000. For instructions -- for all the medical students that took classes at the time, I think that way have changed somewhat later, but that first year is the one I was remembering. I believe the first -- your first class had 20 students, and I think the second class may have had 35 or some such number. It was a few more --

BLAKE HAILEY: I think you're right. Right around 35 or 40 as I recall.

DOCTOR ROBERT TOULOUSE: But I'm -- I'm not sure. I just don't remember. From the North Texas standpoint, it was a question of how to take care of the faculty members that were doing the instructing. They already are full time, so you do you ask them to do more than full time and not get additional pay -- so one of the problems that we found immediately was how to pay the -- the faculty, which we did eventually add some to their salary. There were certain ways of doing it legally. And, of course, we always did the legal approach. But, it did create some problems later because faculty members remembered the days when they got additional pay for doing this. The -- later, as time went on, the salary schedule at North Texas was not equal to the salary schedule at TCOM. Medical schools, usually, have a different way of compensating the faculty. And so that created problems over the years trying to do something that would be appropriate for the North Texas faculty that taught at TCOM --

BLAKE HAILEY: Uh-huh.

DOCTOR ROBERT TOULOUSE: And not throw out of kilter, if I might use that word --

BLAKE HAILEY: Right.

DOCTOR ROBERT TOULOUSE: -- the salary schedules at North Texas. So that was one of the problems. But nevertheless, we did it. I think the instruction was excellent, as I remember those first scores on the medical tests that the TCOM students took. Our students, TCOM students, were at the top of the --

BLAKE HAILEY: Excellent.

DOCTOR ROBERT TOULOUSE: -- of the other osteopathic medical schools. So we thought that the instruction, at least, was doing the job. You remember then, at that time, there were perhaps ten osteopathic medical schools.

BLAKE HAILEY: Uh-huh.

DOCTOR ROBERT TOULOUSE: Of course, there are quite a few more now, but --

BLAKE HAILEY: Sixteen or 17.

DOCTOR ROBERT TOULOUSE: I believe you were either the tenth or the 11th. I don't remember which it was. But it was around ten, at any rate. Of course, there were always problems. The building didn't get done in time, their classrooms were never just all that they could be. But, the best I say the instruction did get carried out, and I think very effectively.

BLAKE HAILEY: So there was some tension between the faculties at UNT and TCOM as far as salaries go?

DOCTOR ROBERT TOULOUSE: Well, there at first -- you see, really, only--I believe the contract specified, and again, I didn't go back and check this, but my memory is that the chairman -- the department chair of each of the areas had to be a person at TCOM.

BLAKE HAILEY: Uh-huh.

DOCTOR ROBERT TOULOUSE: And -- the -- the teaching faculty could be TCOM or North Texas. So there at first -- there at first there wasn't tension. It was just a problem.

BLAKE HAILEY: Uh-huh.

DOCTOR ROBERT TOULOUSE: It became a bit of a problem later as we had people at TCOM teaching North Texas students and North Texas faculty teaching TCOM. And the two scales were different. That was a problem.

BLAKE HAILEY: Uh-huh.

DOCTOR ROBERT TOULOUSE: It -- of course, that -- all of these can be solved if you really want to, but that was a minor problem at any rate.

BLAKE HAILEY: Were there some other challenges that you faced as you were starting to build this relationship with TCOM as it became -- as it was starting to become a state-funded institution?

DOCTOR ROBERT TOULOUSE: Yes. It's kind of interesting on -- as I recall, how the two institutions got together. It might be appropriate to bring it up at this time.

BLAKE HAILEY: Please do.

DOCTOR ROBERT TOULOUSE: When -- we had this contract. I saw this as an opportunity for North Texas to get a new department and some new programs.

BLAKE HAILEY: Uh-huh.

DOCTOR ROBERT TOULOUSE: So I wrote a proposal to establish a department of basic health sciences at North Texas.

BLAKE HAILEY: Uh-huh.

DOCTOR ROBERT TOULOUSE: We needed some kind of a vehicle to use as a department for the TCOM faculty when they worked with North Texas students. And they could have been in the biological sciences, but it seemed appropriate to identify them a little more specifically. And so I asked for a department of basic health sciences. And while I was at it, I thought, "Well, we might as well ask for a masters degree in that -- in the basic health sciences." One of the things that I found, and I was very uninformed on osteopathic medicine, when this contract was developing and I was writing this proposal, I found that I needed a lot of information in a hurry. And so I went over to our library and got a whole stack of books, and tried to absorb as much as possible as fast as possible. The -- the gist of it was that we did prepare the proposal for a department and for a program, and it was approved. This was approved, I think about 19 -- perhaps into 1973.

BLAKE HAILEY: Uh-huh.

DOCTOR ROBERT TOULOUSE: I'm not -- not absolutely certain of the date there. But in the process, there was a committee that was studying medical education in Texas that had been appointed by the governor. And I don't believe it was a coordinating board. I believe it was a -- a governor. And they came up with the recommendation -- no. I'm wrong. I believe that was the coordinating board. They came up with the recommendation in approving this department of basic health sciences, that TCOM and North Texas should formally study the possibility of the two institutions forming a closer relationship. I believe that may have been the wording. And so that would have been 1973, after the contract had -- was in effect. And we were doing the instructing and -- some of the instructing, and the classes were on our campus.

BLAKE HAILEY: The first two years?

DOCTOR ROBERT TOULOUSE: Yes.

BLAKE HAILEY: Uh-huh.

DOCTOR ROBERT TOULOUSE: And so, at that time, we were then approved, I think that would have been perhaps at the April meeting -- again, of 1973.

BLAKE HAILEY: '73.

DOCTOR ROBERT TOULOUSE: And during the next year, we began to think of ways that we might come together. This committee that had studied medical education had suggested this arrangement, and suggested that Texas A&M work with Baylor, and that Texas Tech have a medical school.

BLAKE HAILEY: Uh-huh.

DOCTOR ROBERT TOULOUSE: And that other than that, there be no more new medical schools in Texas. Now, this, as I say, goes back to that period.

BLAKE HAILEY: Uh-huh.

DOCTOR ROBERT TOULOUSE: So we were charged with -- formally, with trying to find an arrangement that would work. And I wish I could say that it was based on sound educational principles as to what the relation would be, but actually -- and again, I'm speaking, perhaps as an individual and from the standpoint of North Texas, the thing that governed it was finance.

BLAKE HAILEY: Oh. Money.

DOCTOR ROBERT TOULOUSE: Money.

BLAKE HAILEY: Key thing.

DOCTOR ROBERT TOULOUSE: The thing. At that time, the higher educational institutions of Texas were giving -- given building money through a tax.

BLAKE HAILEY: Uh-huh.

DOCTOR ROBERT TOULOUSE: That was specifically designed for buildings, but they had to be new buildings. As we looked at your needs, remember, now, your -- TCOM was in -- in the bowling alley. And as we looked at our needs here on the campus, several years without any buildings.

BLAKE HAILEY: Uh-huh.

DOCTOR ROBERT TOULOUSE: And the enrollments growing rapidly and doctoral programs being developed rapidly and requiring special facilities, it seemed that there would be no way that we could bring our two institutions together and enjoy the returns from the building amendment as the two institutions when it really wouldn't even provide enough for North Texas.

BLAKE HAILEY: Right.

DOCTOR ROBERT TOULOUSE: So a legal way was worked out that finally became the -- the method by which our two institutions would work together, and that was that you would, at TCOM, remain a -- an - - a separate institution, but be under the same board.

BLAKE HAILEY: Board of Regents.

DOCTOR ROBERT TOULOUSE: Under the same Board of Regents. Texas Tech, for example, did it a little differently. The University of Texas has always had separate medical --

BLAKE HAILEY: Uh-huh.

DOCTOR ROBERT TOULOUSE: -- schools within the system.

BLAKE HAILEY: Uh-huh.

DOCTOR ROBERT TOULOUSE: So, in effect, we established a -- a small system --

BLAKE HAILEY: Uh-huh.

DOCTOR ROBERT TOULOUSE: -- consisting of the TCOM College of Osteopathic Medicine. And the University. This -- as I say -- became the pattern that we felt we had to follow. The other kind of interesting thing at the time -- this would have been into the summer of '74, if I recall, Dr. Nolen was our President at the time --

BLAKE HAILEY: C. C. Nolen, right?

DOCTOR ROBERT TOULOUSE: Yes. C. C. Jenner Nolen. And he saw this as an excellent opportunity, too, for both institutions. It was pretty well, I think, accepted that was almost impossible for TCOM to remain a separate institution or, not related to any University. That pattern just didn't seem like a successful approach to good medical education over the long run. And so he felt that we should get together. And the -- I just remembered George Lewbel's name as the --

BLAKE HAILEY: One of the founders.

DOCTOR ROBERT TOULOUSE: One of the founders. I don't remember the names of the other -- there were seven or eight, I believe. But George, I do remember as being more related to us at North Texas than perhaps some of the others. So Dr. Nolen thought, "Well, I'll just write a letter and say we've studied this and it seems that will we ought to work together by having a single Board of Regents."

BLAKE HAILEY: Uh-huh.



DOCTOR ROBERT TOULOUSE: So he wrote a letter, I think about a half page, and sent it down to the coordinating board, and hoped that, that was all it would take. This, as I say, would have been, I think in the summer -- or at the end of the summer --

BLAKE HAILEY: Of '74?

DOCTOR ROBERT TOULOUSE: Of '74. And so he was in Austin some time after that letter had gone down, and my office had a call from him saying that, that letter wasn't sufficient. The coordinating board wanted a formal request, and they wanted it now because this was on a Friday afternoon, as I recall. And the agenda with all the materials would go out to the board members -- this was on a Friday -- some time, I think, before Thursday of the next week.

BLAKE HAILEY: Uh-huh.

DOCTOR ROBERT TOULOUSE: And he said, "Get busy" or words to that effect.

BLAKE HAILEY: You had to move quickly, then.

DOCTOR ROBERT TOULOUSE: So from Friday to Thursday, this is what we did including asking for a new administrative unit. Again, going through the same questions. The coordinating board had two sets of questions. One was known as the 30 questions, which you had to answer if you wanted a new program. And the 11 questions if you wanted a new department. So we used the 11 and put a lot of material with it. And it did go out. And it was approved. And the coordinating board at its next meeting there, approved it. And I believe the first appropriation -- formal appropriation -- was in 1975. The next -- whenever the legislature met the next time. I believe prior to that, there was a time in which the state treated it as a private institution, and I think very similarly to the way it treated Baylor, and I don't know whether it still treats Baylor medical school. Certain number of dollars for each student.

BLAKE HAILEY: Uh-huh. Certain amounts of money per student --

DOCTOR ROBERT TOULOUSE: Per capita.

BLAKE HAILEY: Uh-huh. Allocated.

DOCTOR ROBERT TOULOUSE: Yes. So that's my memory of -- of what happened during those -- the very early years there, of our getting together. Of course, once we became -- we were both under the same board, then a new set of issues evolved?

BLAKE HAILEY: That's where I want to go now. Now you're in '75. The fall of '75. Your -- if you will, married TCOM and what was then called North Texas State University. What happened then? What trials and tribulations did you have to go through then in those few years?

DOCTOR ROBERT TOULOUSE: Well, the -- we needed to learn to work together. And there were times when I think we forgot each other and went about -- about our business. A new building was being built, the Med Ed 1.

BLAKE HAILEY: Med Ed 1. There goes the old bowling alley.

DOCTOR ROBERT TOULOUSE: Yes. And, of course, the problem then became what's going to remain at North Texas and what's going to go down to Fort Worth.

BLAKE HAILEY: You had to move some degrees then, in faculty.

DOCTOR ROBERT TOULOUSE: The -- the degrees were not a problem.

BLAKE HAILEY: Uh-huh.

DOCTOR ROBERT TOULOUSE: Because the degrees -- you at TCOM were the only ones authorized to do the D.O.

BLAKE HAILEY: Uh-huh.

DOCTOR ROBERT TOULOUSE: And at that time, we were the only institution authorized to do anything beyond that. So the reason -- and I thought this basic health sciences degree program might be good, is that in all that studying to prepare this, one of the criticisms of -- of -- of the crediting -- of osteopathic training at that time --

BLAKE HAILEY: Uh-huh.

DOCTOR ROBERT TOULOUSE: -- was that there was too little research for the student in the program. So we thought that by taking this basic health sciences degree, using the first two years of medical school as part of the degree program, the course work part, and putting in what I call the "research part" that would start after the summer of the first year --

BLAKE HAILEY: Uh-huh.

DOCTOR ROBERT TOULOUSE: -- and not go through the second year. But then would pick up again at the end of the second year. In other words, we didn't think the students could do research and all the medical education at the same time.

BLAKE HAILEY: Right. Oh. Okay.

DOCTOR ROBERT TOULOUSE: But during the summer when they were not involved in the medical part of it, for the most part, at that time, would be a good time for the research block.

BLAKE HAILEY: Right.

DOCTOR ROBERT TOULOUSE: And then -- to complete the research in one year after that. And so that was the basis for that. Of course, the degree still was conferred by North Texas. But it would be conferred at the same time as the D.O. That was the original one, of course. In the meantime, we had other students -- additional students.

BLAKE HAILEY: Right.

DOCTOR ROBERT TOULOUSE: That were in the program. Not just the medical students. So one of our problems was to learn to work together. It seemed early on that one of the things that made sense was to try to have joint departments.

BLAKE HAILEY: Uh-huh.

DOCTOR ROBERT TOULOUSE: For example, we had a degree in biochemistry, and had certain requirements. The medical school had requirements in biochemistry. We could have approached it one

of two ways. We could have had three or four faculty members at TCOM and maybe three or four at North Texas. Two very small departments, not able to make much of a showing.

BLAKE HAILEY: Right.

DOCTOR ROBERT TOULOUSE: Or we could have one department of six or eight and have some specializations that wouldn't have been possible.

BLAKE HAILEY: Uh-huh.

DOCTOR ROBERT TOULOUSE: Under the two small approaches. So when you know of our early efforts was to have a joint department. There were lots of problems connected with doing the single joint department. It seemed like each time we turned around there was another issue that needed to be worked on. So that was one of the problems. Still, that department became one of the best departments. Not only at North Texas, but at TCOM, the single department.

BLAKE HAILEY: Right.

DOCTOR ROBERT TOULOUSE: So I thought it was a good idea. There was also the problem of how the medical faculty, because by now you, at TCOM as a state institution, began to be funded in the same way other medical schools were funded. And the formulas produced rather generous amounts of dollars. So faculty that would have major and maybe only assignment at one institution, that would be TCOM.

BLAKE HAILEY: Right.

DOCTOR ROBERT TOULOUSE: One of the other problems we've always had was joint assignment, joint appointments, payment.

BLAKE HAILEY: Oh.

DOCTOR ROBERT TOULOUSE: So that was an issue over the years. One of the things that occurred, I think, a couple years after we became -- became under the same board was a directive from the board that we would work together. And it --

BLAKE HAILEY: Go ahead --

DOCTOR ROBERT TOULOUSE: I mean, it wasn't a choice.

BLAKE HAILEY: Right.

DOCTOR ROBERT TOULOUSE: And so we formed what was called "the joint work group", and later became NTECC, and that would be North Texas, Texas College of Osteopathic Medicine Educational Coordinating Committee. And various issues, various joint programs were planned. We did a lot more talking than acting, I think, but we did some acting. For example, I think we have certain programs -- even now, I haven't checked in the last few years, so I'm not absolutely certain -- in aging. I believe there's --

BLAKE HAILEY: Right.

DOCTOR ROBERT TOULOUSE: -- a joint appointment of a person in -- in that area, or maybe more than one.

BLAKE HAILEY: I'd have to check on it. I think there are a couple, yes.

DOCTOR ROBERT TOULOUSE: Yes. And so there were other -- other issues of that type. But this joint work group, NTECC was supposed to meet once a month, and we alternated meeting at North Texas and TCOM. About a half of dozen faculty members from each institution met monthly, or at least periodically, and trying to really work together in all the ways that we saw that might be appropriate.

BLAKE HAILEY: Also, you had a problem, too, didn't you? Of the campuses being split where you were training students at North Texas the first two years and then bringing them down here the next -- for the next two. Was that also somewhat of a problem, that split siding of the campuses?

DOCTOR ROBERT TOULOUSE: Well, the major problems developed during the time immediately following the period that all of the training was done at North Texas.

BLAKE HAILEY: Uh-huh.

DOCTOR ROBERT TOULOUSE: And then the new Med Ed 1, at that -- new at that time, at Med Ed 1 when the students started going there, yes, there were problems. There were fewer and fewer needs for the med students to come over to North Texas. And so the faculty then started doing their traveling. And then, of course, we developed various laboratories uncertain of the -- of your faculty at TCOM wanted to have labs at North Texas, and so that became something of an issue. We've always had a problem on contracts with each other.

BLAKE HAILEY: Oh. Uh-huh. Starting with 50,000 and working up.

DOCTOR ROBERT TOULOUSE: Yes. And for many years, it seemed -- we didn't have a really good way of determining how to compensate the instruction that the faculty at TCOM did, and individual instructing. By that I mean directing the research of a doctoral student at North Texas, directing a dissertation of a doctoral student at North Texas. And the appropriate number of dollars to give TCOM for that purpose. So at first we had just a general contract that said X number of dollars, whatever it was, to TCOM in general, rather than to a certain faculty member or even to a certain department. And that created some problems at TCOM, because the faculty members felt that they were instructing free. We felt that we were buying services and were sending dollars, but they didn't get to the place that was actually doing the instruction.

BLAKE HAILEY: So a lot of the problems that you had really stem from the financial part of it. Not so much personalities and so forth, the basic bottom line was dollars and cents.

DOCTOR ROBERT TOULOUSE: Yes. And of course, that's always true because you never have -- you never have enough dollars to do all the things that need to be done. And you're always using up materials and having to replace them and research. Somebody has to buy the materials. Unless there's compensation both ways, there are problems.

BLAKE HAILEY: Are there some other things that you can think of that you've encountered? Some -- I'm sure a lot of happy moments too, during all this changing around. What were some of the things you remember in that respect?

DOCTOR ROBERT TOULOUSE: Well, of course, I was extremely pleased with Med Ed 1 I thought, "What a wonderful facility." Going from a bowling alley to a very excellent facility, which actually was far better than any -- than we had on our campus. I was delighted to see that. Because I thought that anything that would bring recognition to TCOM spilled over onto both of our institutions. And then of course, the Med Ed 2, and then your library. I was very, very pleased with the facilities. I thought that our steps -- our accomplishments were rather modest, but every time that we accomplished some little something together, I felt good about it because my own philosophy is that you get more by working together than competing.

BLAKE HAILEY: Definitely.

DOCTOR ROBERT TOULOUSE: -- and so, any way that I saw that we could work together, I was trying to do whatever needed to be done to make it possible for that to occur.

BLAKE HAILEY: You know now that we're the University of North Texas Health Science Center, which is a nice name and --

DOCTOR ROBERT TOULOUSE: Yes.

BLAKE HAILEY: -- helps you, your institution, and the Texas College of Osteopathic Medicine, do you remember -- do you recall back in -- I believe it was '79, '80, somewhere along in there where a name was put up --

DOCTOR ROBERT TOULOUSE: Yes. I do.

BLAKE HAILEY: -- on the side of the building. It said "North Texas State" and all. Do you remember anything about that? That was maybe a two-week --

DOCTOR ROBERT TOULOUSE: It didn't -- it didn't last very long because some legislator drove by. I think -- again, this is the folklore. Somebody drove by and the word got down to Austin very quickly, and somebody sent word to our President to do something about that right away. And as you said, I think it lasted maybe a couple of weeks. However, this was done through what was thought to be legal. It wasn't just somebody sticking the sign up. There's kind of more to it than that. However, at the time, I think the coordinating board did not want to approve any additional health science centers, and they didn't want even the appearance of a new Health Science Center. Yes, I remember.

BLAKE HAILEY: So you -- now, you worked along through all that and retired as things were just starting to take shape. If you could -- you also came back and you were a Provost. Did you have a little hand in perhaps helping it become a Health Science Center? You mentioned earlier you helped select some of the administration and so forth.

DOCTOR ROBERT TOULOUSE: Well, I was on the joint committee that was doing the search for your dean, Dean Cohen, as it finally turned out during my second -- or should I say tour of duty. I was on that committee. And I think one of the last -- I remember going over and intervening Dean Cohen when he came to the area for that purpose. So, yes. I do recall that.

BLAKE HAILEY: Were some of the things, what would you like to see, if I could get you to project in the future for me. Where do you see this now the UNT Science Center and the University of North Texas.

Where do you see this marriage going now? Are there some things you'd like to see done between the two institutions?

DOCTOR ROBERT TOULOUSE: Given the kinds of programs that we have and, of course, the programs that naturally occur within a medical school, I think there should be, at least for our period of time, some ways in which major research activities can take place. I think it's a more mature relationship than we had certainly early -- in the earlier years. We have two institutions -- two more mature institutions that should be able to have research that could attract national attention or international attention, perhaps. There are programs that we ought to be able to do together. For example, we tried -- during 1984, I believe, perhaps '83 '4 four, to have a master public health program -- the two institutions. And we did -- I don't know how much work trying to get ready for that and did indeed actually have a visiting committee come and look at us. It was just a year or two or three early from TCOM's standpoint, because the Department of Public Health was either in its infancy or did not yet exist. I don't remember which. And some of the other things that we had to do were just not quite strong enough to get approval of the program. I understand that that's still in the bill.

BLAKE HAILEY: Right.

DOCTOR ROBERT TOULOUSE: And of course, I do think there's a place for joint programs -- medically-related programs that the two institutions would have a stronger impact than either one individually.

BLAKE HAILEY: I'm curious, do you have some other remarks -- I have another question for you, but I want to save it for a few minutes. But I want to ask you if there's any remarks -- I know we've -- we've covered a lot of things in a very short time that we asked of you today. I'm sure there's some things I've missed. I'm sure there's tons of things. Is there a couple things you can think of?

DOCTOR ROBERT TOULOUSE: Actually, I suppose not. They all are related to what we've already talked about. The Dr. Margaret Dennis, who was the wife of the President of TCOM worked with my office during the time that we were starting this joint work group. She was a joint appointment person.

BLAKE HAILEY: Uh-huh.

DOCTOR ROBERT TOULOUSE: And that, I think, worked rather well, because it was a relationship that --

BLAKE HAILEY: Very close relationship.

DOCTOR ROBERT TOULOUSE: Yes. That she had an interest in pursuing and knew both institutions well. Margaret had gotten her degree at North Texas many years ago before she went to Kirksville and later married Dr. Willard. So many of the activities are associated with that work group, and I wish that we could have been more successful. I think we had too many growing pains really to be as successful as I would have liked, but at least the possibilities were there, and we did do some of them.

BLAKE HAILEY: And I hope that you're pleased with what you see today, perhaps.

DOCTOR ROBERT TOULOUSE: Oh, I'm delighted with what I see today. This was the final -- this is what we hoped for when we started this process back in the 1970s, to have a Health Science Center in Fort Worth. That kind of a center makes it possible for North Texas, as the University to do certain thing that is it couldn't do in the Fort Worth area: And from a very practical standpoint, you have a legislative interest expanded for both of our institutions.

BLAKE HAILEY: Right. And it puts you on a good level with the other University to have medical schools.

DOCTOR ROBERT TOULOUSE: Yes.

BLAKE HAILEY: And for other professional schools.

DOCTOR ROBERT TOULOUSE: That's right.

BLAKE HAILEY: Now, I know you're thinking this is probably about it, but my one question I have for you is what do you plan to do now. Now that you've retired twice, third time's a charm they say -- so what are you planning on doing from here on out?

DOCTOR ROBERT TOULOUSE: Well, more of the same, I suppose. We started traveling many years ago, and of course, have done a great deal of traveling and we'll continue that. And I'm working in the community in various, church and library and service clubs and so on. And my wife, too. So we remain fairly active and busy.

BLAKE HAILEY: I noticed from your information too, that you raise a lot of African violets. You still keeping your hand raising the greenhouse? Quite an undertaking.

DOCTOR ROBERT TOULOUSE: Yes. I have a greenhouse and we do -- are quite interested in plants. And I haven't completely severed my relationship with North Texas. I'm a member of the UNT foundation board, and we meet occasionally.

BLAKE HAILEY: Do you ever wonder -- I'm sure you wonder how you had time to work with all the things you're doing now.

DOCTOR ROBERT TOULOUSE: It's the other way around. I rather understand now what -- what happened. We just didn't do all the things that we should have done when I was working and Virginia too, because she was quite -- my wife is Virginia. She was quite active in all kinds of affairs so we left many things that could have been done, undone.

BLAKE HAILEY: Dr. Toulouse, I do appreciate you taking the time to meet with us. I know that the University of North Texas is indebted to you for your help. All those many, many years in excellent service you provided, and obviously will continue to provide from here on out on the foundation. I know that TCOM and what is now the UNT Health Science Center could not have made a lot of its changes without your help, and I know the administration, and everyone owes you a lot down there as well. I wanted to thank you for all your help. And from my end, it was a definite pleasure to interview such a dynamic person as your self. Thank you for taking the time to meet with us.

DOCTOR ROBERT TOULOUSE: Thank you very much.

BLAKE HAILEY: And again, I really appreciate it. And with that, we will close this interview. Thank you, and have a nice day.