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Arleigh Templeton Transcript, October 14 and 16, 2003

INTERVIEWEE: Arleigh B. Templeton, PhD

INTERVIEWER: Kassandra Green, History/Archives Student,

Gerrienne Schaad, University Archivist

DATE: October 14 and 16, 2003

PLACE: Dr. Templeton's home, 3623 Granby Ct., San Antonio, Texas, 78217

INTERVIEW 1

Tape 1 of 2, Side A

Green: Today is Tuesday, October 14, 2003. This is the first interview with Dr. Arleigh Brantley Templeton. Good Morning.

Templeton: Good Morning, Kassie.

Green: How are you?

Templeton: Fine.

Green: Let's talk a little bit about your career history...

Templeton: Well, I haven't had much of a career... I was born and raised in New Waverly Texas, I graduated at fifteen years of age from high school and went to Sam Houston State Teachers College and graduated in 1936. Voted the kid least likely to succeed. There were thirteen people in 1936 for every job and I was denied a recommendation by the university. I got a job in a rural high school in Madison County, was High School Principal, taught four English, two Spanish and algebra one. I coached football, basketball and track, won the district in all of them. Then I went to League City in Galveston County and I stayed there three years as a high school principal. One summer I got a job in an oil

refinery, and I made twice as much as a white laborer as I did as a high school principal. So I stayed with the oil refinery until World War II. I joined the Navy in '42, came out in Thanksgiving of '45. I was at sea for two years and then went back to my job at Pan American.

The company was Standard Oil Indiana. They sent a group of people from New York down to evaluate people and study the refinery; I was one of the ones they picked out. They gave me a psychological exam and I answered every question wrong. That really blew their mind. Here's a guy with a college degree. So the guy, a lawyer came in and talked to me. Said, "We are going to give you another test." So I got them all right the next time. Well that really wrecked everything. I got unhappy with this type of corporate treatment and one night at League City they fired the school superintendent and the next morning they called me, asked me if I'd take the job and I took the job without asking any questions.

I found out the school couldn't be financed another year without raising a lot of taxes, and there was no tax base for any. Humble Oil, a refining company, had a big oil field across Clear Creek in the town was Webster. The head of the ad valorem tax department called me and asked me if I'd consider consolidating. I said, "Absolutely, this was like a poor boy marrying a rich girl." Humble controlled the school board in Webster and I wore out a pair of shoes, between Seabrook, Khema and League City/Webster. I made Clear Creek School District out of it, and became Assistant Superintendent in charge of business.

But I got dis-enamored with the school board as they were jiggling contracts, and I was the business manager responsible for paying bills. One day a man called me from El Campo, wanted to come see me, [he was the]President of the school board. So, he talked me into going to El Campo. After three years I consolidated the school district from 46 square miles to 1300 square miles. And built two new high schools, a black and a white, just exactly alike, with the new integration, it worked liked I planned it. And it's still there, that was in 1951. O'Neal Ford incidentally was my architect; he's the

person who was architect, my chief architect out at UTSA. He and I got to be great friends, I had a lot of respect for him and he had a lot of respect for me.

Well, in three years Alvin public schools and Alvin Junior College had a problem. The whole school board came to El Campo. They had a woman on the school board who was a brilliant woman and wealthy. So, they decided to assign her to go check with the ministers in El Camps. While I was at El Campo there was a Catholic priest whose office was across the street from my office - Father Valenta. So, she went in and sat down with him and said, "I want to talked to about Arleigh Templeton, Superintendent of Schools over here."

And he says, "I guess you are planning to hire him?"

They said, "Well we don't know yet."

He said, "Well I'll tell you one thing, he is the greatest thing to happen to El Campo, Texas."

And he said, "to lose him would hurt me very much."

And I had no idea that I was that close to Father Valenta, I used to stop and drink a Shiner beer with him sometimes at five o'clock in the afternoon as I was going home. He was (laughs), he lives at the church and he just was fun. But anyhow I came to Alvin. The Junior College had 34 students and was run by the University of Texas at Austin. They had three professors that got a 100 dollars a trip each, to come down and inaugurate a fourteen grade school. Well I saw in no time at all that it wouldn't work. So I dismissed the professors from Austin. I started making the Junior College separate from the public school. I built a new building for the Junior College and it began to grow. Put in the first computer program of any junior college in Texas and it, ... it just mushroomed and the oil companies hired all my kids before I could get them finished. They thought it was great.

In Alvin I also built a public school. I took the money, a lot of oil money and I put it in schools. Teachers... I had a philosophy that if a teacher wants to do something and it takes money, I'll give you

the money if it's worthwhile. At first you know, here came all kind of things. And two of my 1st grade teachers came to my office one day after school and said, "We want to teach algebra in the 1st grade."

I said, "you kidding?"

She said "No, we are doing it now."

I said, "Oh I couldn't believe it."

One day the *Houston Post* had on the front page, a picture of a kid working algebra problems in Alvin, and of course that got me lots of publicity (laughs). Houston people started to call, wanting me to be superintendent in Houston and all that stuff. It just was amazing what we did.

I ran into Bennett Serff's wife in New York, her name was Phyllis Serff? She was with Random House Publishing Company. She'd heard about my reading program and she said "I'd like to work with you." She said "let me tell you something I'll do. If you'll build little libraries in each first grade room, I will get four year ungraded library's in each room and I'll show you how to do everything with it."

So I bought all those libraries and we built the book shelves and there we were. We elected a kid in each first grade room, to be a "librarian" and the library people taught them how to do use the Dewey Decimal system, and the kids just started reading books like you can't believe. And this was also in the *Houston Chronicle* - a kid reading the *Houston Chronicle* in January of his first year of school, which nobody could believe. And then we taught creative writing in the first grade. The kids, they wrote all kind of things.

In the Junior College, I ran into a fellow from Dow Chemical one night, a Ph.D. in Chemistry, he said, "I'd like to teach in the junior college."

I said, "You're hired." (laughs)

He said he'd like to work in the evening courses and he came and it was just amazing. He brought another man, a physics professor. First thing you know my Junior College had all Ph.D's teaching the sciences. One year one of my students graduated with 66 hours from the Junior College in

Alvin and went to UT Austin for Engineering, graduated number one in his Engineering class, President of his Engineering fraternity, won the Waltham Award - the highest award. These are the kind of things that people started noticing, and that's how I got to Sam Houston. The Alvin schools carried me to Sam Houston.

Then I was big in the Southern Association [of Colleges] and became, after being on all the committees, only the second Texan to become President of the 13 state Southern Association. In 1967, I think it was. I was already at Sam Houston.

But, the funny thing is how I got to Sam Houston. I was going to LSU [Louisiana State University] to meet with the President on some Southern Association business, and they paged me in the airport to report to the United Airlines desk and I went over there and there was the Chairman of the Board of the Sam Houston system - it was the old Texas state college system.

And he said, "You've been elected as President of Sam Houston State, do you want it or not, you've got to decide right now." Then he said, "You've got to take a big pay cut." I was making \$26,000 in Alvin then, unlimited expenses and a new car every year. Sam Houston paid \$15,000, no expenses, no car. I had to go buy a car. So, I took the job. This person was a real supporter; he was a lawyer with Fulbright, Crooker, Freeman, Bates, Jaworski, based in Washington.

Sam Houston - I immediately started doing something about it. I became friends with the director of the prison system [Dr. Beto]; his office was three blocks from my office. I told him my problems with my dormitories - they were all run down - and he said "I'll send convicts over there. We got every type of...we got tile setters, painters, carpenters, and we'll redo those dorms."

So, the first work came that summer when the kids were all gone. All the beds in all the dorms were rebuilt. When the students came back the next fall, the three dorms were completely refinished and had new mattresses and new everything. And that was a real improvement for them and I became very popular. I owned those kids by then.

On my desk when I arrived, there was a \$25,000 appropriation to Sam Houston to do a study of criminology. And I decided that you have a group of professors, who will write a stack of papers, fold them all up and give them to the legislators and nothing would happen. So I went to Dr. Beto and said “let’s get together on this thing. I’ll take this \$25,000, and let’s go hire somebody and start the program.”

He said, “Well you don’t have it approved.”

I said, “I don’t need it. I don’t need it.”

I’d just come out of John Connally’s [governor] office and I had friends in the legislature, I wasn’t worried about the [Texas] Legislature. I set up the Coordinating Board

So, we found the number one professor who was at Florida State. We met him at the airport in New Orleans and spoke about prison system planning and we hired him right there and started the program. We took all of his sociology numbers and attached them to our criminology courses. So we were legal with teaching sociology and criminology. I went right to work for the next session of the Legislature, before it really got hot, to change all those sociology numbers to criminal justice numbers. I got a unanimous disapproval by the staff of the Coordinating Board which I helped appoint with the governor. The board approved it unanimously, I got a unanimous approval to change all the numbers.

And so one day the chairman of the House Appropriations committee called me and said “ get ‘Ol’ Beto and get over here, Ben Barnes [Lieutenant Governor] is giving the whole state treasury away.” Then he said, “Decide what you want and be there with a pen in your hand.”

So, Beto and I designed the Criminal Justice program riding in an airplane from Huntsville to Austin. On our arrival we laid our plan out for him - five and half million dollars. Beto said “We are going to build a new building. Templeton’s going to get the land and I’m going to furnish the labor and materials and we are going to build a fine criminal justice system.”

We built about a thirty million dollar complex and finally got 8 million dollars. For 8 million dollars we built a beautiful hotel, three courtrooms, classrooms and labs. It was the most magnificent thing you have ever seen. And then with the program in its third year, it became the number one criminal justice program in the United States, by the justice department. The only program in higher education that has ever become number one - never before or since. Enrollment just mushroomed. Dr. Killinger brought in some of the most outstanding people that I've ever worked with in my life. My little sociology people just fell in and did their thing. We got the new books and we talked. It was just like teaching second grade or third grade (laughs) and it really worked and we got honored all over the United States.

Today without the criminal justice program Sam Houston wouldn't have much enrollment. That's their biggest enrollment. And the funny thing is, the next biggest is the Ag department.

But, back to how I got my pull with the Legislature. I was sitting one day in my office and the phone rang and the secretary said, "Governor Connally is on the phone."

He said, "Hi this is John." He didn't know me and never met me. He said, "I need you to come to work for me."

And I said, "Governor, let me tell you something - I didn't vote for you." Then I said, "I really am a Republican."

He said "I don't give a damn what you are"

I said, "You don't know me from straight up. I'm a Junior College President really working for the pursuit of higher education."

He said, "I've found out enough about you."

I said, "Where are you going to be when I get into trouble."

He said "I'm going to be right with you helping you get out of trouble." Then he said, "There's going to be a man in your office within thirty to forty minutes."

I looked up and there was a tall slender man standing in the door; it was Pat Zachary from San Antonio. He was the most wonderful person that ever lived. He was the chairman of a committee to reorganize higher education. The man that they hired didn't function and Pat had taken over and was running it, but he was making a mess out of it. I had to turn him around which wasn't easy. I brought in Dr. June Hyer and Dr. Josephina Sobrina from the University of Houston. I had worked with them a lot in my junior college and public schools. They've helped me so much those two women.

So, I went to Austin and settled in and of course, Connally's staff they all started telling me what to do. One day I just got to where I couldn't handle it anymore and George Christian, who became [President] Johnson's Press Secretary, (he died recently...wonderful guy) is the one I went to and said "George what am I going to do?"

He said, "Go see the governor."

I went to see the Governor and said "Governor I can't do this job for you."

"Why?" he asked.

"Your staff is always in here, in my office, finding out what I'm doing. If you want to know what I'm doing I need to report to you myself." Then I said, "June and I can keep you updated, we're making progress."

I had a little funny habit - I ate my dinner a lot of times at the deck club in the old Commodore Perry Hotel- there was a chef there, I never will forget his face and his beef stroganoff. One night I was up there by myself and a bunch of students were sitting at a table and one of them came over to me and said, "When you finish your meal why don't you come over and sit and talk with us."

I asked, "What do you want to talk to me about?"

"Well we just saw you and we just wanted to talk to you."

I said, "You don't know me."

He said, "Yeah we don't have any idea who you are." So I went over there and they started. And they asked "who are you?" I started telling about my job in higher education and they started telling me about UT Austin. My gosh, the hair raising...and there was a tall young man and his name was ... I can't remember his name, I'd give anything to remember that kid's name ... tall, red headed ... He said, "I really like you." He said "you're going to get to do something. I'd like to help you."

I said, "Have you got any time?"

He said, "I've got a lot of time. I'm just taking one course." So, I brought him the next morning and it was unbelievable what we did. We'd take the big courses over at UT Austin and send him over to see who's teaching them. The outstanding professors were supposedly teaching, but there would actually be someone else, probably with a Master's degree or working on his Master's thesis, teaching the courses. They were also talking about lack of space, (we hear it now.) So at three o'clock one afternoon, he got two of his buddies and went through a whole classroom building and there was only a third of the classrooms being used, two thirds of the rooms were empty. And that's what's going on now - they're building buildings everywhere.

So, I got the Junior College. The Junior College was being run by the Texas Education Agency. And none of them knew what they were doing. I wanted to know where the junior college kids go when they graduated. They said, "We don't have any idea. We don't know anything about it."

I said "Well you're in charge!" So I went back and reported it to Zachary and I'm going to tell you we moved on that issue in a hurry. And that guy Browning, I liked Browning, he quit, he was head of it for twenty years, he quit. We did a really great job on the junior college program with that recommendation.

But, it was amazing; all the legislators had a university somewhere in their region. All of a sudden, I found out they all wanted to talk to me. And I couldn't figure out why. Frank Erwin was the

man with the University of Texas at Austin and he had a way of quizzing you without making you think he was trying to find out something. You know? He was telling me at the Quorum Club down on Red River, that's the place where they drink down there, they have real good food too. And so we'd meet at the Quorum and a senator would come in and he'd sit with us. And first thing you knew, I had so many senators and house members talking to me and I had convinced them that I wasn't going to do anything about closing down their university or combining TWU - Texas Women's University and North Texas. They need to be combined worse than anything. I knew that was the worst thing I could do.

I really got to where I had a great rapport with the legislature and of course the Governor. So they'd always say "if you see the governor pass on this" and I always passed it on to the governor and took back a reply to them. By then, his staff let me alone completely. They didn't like me, but they let me alone because they knew I wasn't going to take anything off them. But George Christian helped me. He was a power in the state of Texas, and always has been. ... The Coordinating Board ... Did I give you a copy of the report?

Schaad: No.

Templeton: Well I'll have to give you a copy today.

Schaad: Okay.

Templeton: They've gotten away from it, it's still a law now but they're not using it anymore, if they used it now it would straighten out a lot of the stuff they are doing. They wouldn't be teaching the dumb courses that they are teaching.

But anyhow, we decided that we had to have...no wait I'm skipping ahead. I'm skipping ahead now.

I'm still at Sam Houston. And, so one night I get a call from John Peace, the chairman of the board here at San Antonio, wanting to know if I want to come into the University of Texas system. And I told him that I had done all the free work I was going to do. I said, "I've taken a beating here at Sam

Houston.” And Peace said they’d triple my salary, which wasn’t anything. (laughing) Forty thousand dollars. I’d be out there at that school [UTSA] for forty thousand dollars and there’s a President out there now making God knows what he’s making. I know what he’s making but I don’t dare say the words. (laughs)

But...so the next evening Frank Erwin called me and he said, “You talk to Peace last night?” I replied “Yes.” And then he said, “I really want you to come into the system.” He said “I’ll tell you one thing - you’ve got so much power in the legislature, that you and I can really work” Erwin had a lot of power and he had power with Lyndon [President Lyndon B. Johnson] and he said “you and I can work together.” Then he said, “ I’ll guarantee you.”

So they sent the King Air (airplane) to Huntsville the next Monday and I went over. Frank Erwin sat in his little office, which was behind the bar at the old Forty Acres Club, and he called every Regent, sat there and called every Regent, and I got a unanimous vote of all the regents and I was hired there in his office in the bar of the Forty Acres club. (laughs)

So, I came here [University of Texas at San Antonio] and I brought a young man, Dave Gates with me. He was not my assistant, but he did a lot of work for me. He was a writer and he did a lot of work for me and I brought him here. And I brought a young man over from Sam Houston. He worked in the business office at Sam Houston, he graduated and I hired him in the business office, and then brought him here [UTSA] as the business manager. I brought in another person as his assistant who was here a long time; he probably just retired not long ago. And we started trying to figure out how we were going to do this thing. And I hit on an idea.

The thing of it is, Sam Houston was a poor school, so you had to rely on how poor folks did things. And thirty or forty years before that an old house member, I can’t remember his name now, he had a bill he put through that all surplus tuition could be used to pay for a bond issue to make improvements to the university campus. Well they didn’t check enrollment then. You estimated your

enrollment and of course, you always estimated it too high and you had a lot of money left over. I did a lot of building, the Sam Houston Library and a whole bunch of buildings at Sam Houston. I revitalized that school. Raised faculty salaries, put in a dean's council, put in a faculty senate. I had two bad enemies. I had a lady chairing the accounting department and a man chairing the math department. I mean they were really tough. And I said, "You've got one little problem when we sit down at these meetings, what you are going to talk about. The decisions would be made right there in that faculty senate."

So first thing you knew, a person that I loved, (I appointed all of these people) the chairman of Fine Arts, he was a pain but a real super man, he brought up some kind of leave, faculty leave where they go off and meditate and things. And I said, "Well that's just fine. You could go to the Riviera and stay a year, paint, sculpt and that'd be just great." But I said, "What the senate will have to do will be to reduce your salaries in order to take the money they usually pay you, and hire somebody to fill in for your job while your gone. And you'll have to support that."

They said, "Oh, will you go raise the money?"

I said "No. I'm not going to spend it, you're spending the money, I'm not spending it."

So the chairman of the math department jumped all over this thing, he was the chair of this thing, and he said, "we're not about to put up with this, let's get on with some other business." That was the end of that.

Anyhow, we did a lot of things there that improved the faculty. They started wearing coats and ties, the administration started wearing coats and ties. I brought in a lot of neat new people. In six years it went from a teachers college, to a state college to a university. I put in a Ph.D program the next to the last year I was there, that was their first doctoral program. They've got four or five now.

So here we go with how we are going to finance this building at UTSA. Ben Barnes was practically owned by Frank Erwin. Ben didn't turn a switch without talking to Erwin. And Ben loved

me. When he ran for Lieutenant Governor he came to Huntsville and I got in one of these Dodge vans and we drove all over East Texas. I knew so many people in the courthouses, super kids I'd had in school at Sam Houston. And they all knew who I was and he carried that whole country. Ben never forgot it. He'd do anything in the world for me.

But ... Erwin just had to do everything. Now Bill Heatly, chairman of the House Appropriations Committee owned the House, he owned the Speaker and the Chairman of the Calendar Committee. See that's the three things you have in a House - Calendar Committee, Finance and Speaker. And this man was smart, he was ungodly smart. So, he loved me at Sam Houston for all the things I did. He gave me money; I'd just take money home in buckets full, loads of it. Anything I wanted he'd get for me. And what I did was simple thing. I would go to the Legislative Budget Board and I said here are my requests. Here's what I'm going to do and I'll be back in two years and tell you what happened. My first two-year program, they couldn't get over it. I sat there and told them everything I did with that money. I was the only President that ever did that. And I just got everything I asked for then. I got the President's salary raised to \$18,000, can you believe? (laughs)

So we hit on this thing of tuition revenue. We were going to pledge all the tuition from the University of Texas system, that's all the medical schools, dental schools, the University of Texas at Austin, and at Arlington. You can imagine how popular that was. But now here's Frank Erwin and they all were afraid of him, he was on the Board of Regents. And I didn't push that, but he was aware, and most of the time we were together and people would see us. So, one day the headline read in the paper that I was coming to the UT system. I went into see Heatly the next day.

He said, "Well, you joined those bastards."

I said, "Now, wait a minute Bill, just wait just a minute." I said, "They tripled my salary. I couldn't exist the way I was going. I didn't want to raise any money for myself and I couldn't exist." I also said, "If you had raised my salary, I would still be at Sam Houston, I have to move forward."

And he said "Well I guess you've got a point." Then he said, "I tell you one damn thing - I'm not working with that Frank Erwin, you can rest assured of that. I don't want him in my office. If I have to speak to him I will, but I won't go out of my way to."

So there I was. I started working on that. It took me a year to heal that breach. He'd send me over to see Barnes to tell him something. But I changed what he told me to tell Barnes. I'd tell Barnes what he didn't say and Barnes would tell me what to tell him. I'd send Barnes stuff. I did that for a year, I carried that stuff back and forth. (laughing). And finally, I got the two of them one day to meet on this tuition revenue deal. And you know, the most amazing thing, the pay kind of went away about the tuition revenue thing. The faculties didn't understand it and didn't want to understand it. They never knew what I was going to do and I never told anybody. So, at the last days of this bill, putting it together, he just said, well he finally got excited about it, he finally got excited about this thing, me building all these schools.

He said, "Anything else you want?"

And I said, "Bill there's one other sentence I'd like to put in."

He said, "What is it?"

I said "All interests and bond payments be paid from state revenue until the bonds all mature in thirty years." Which they've all matured now, it's all paid for.

He said, "That's the greatest thing you've ever come up with." By god, he wrote it in there. And nobody but the two of us knew it was in there. (all laughing) Nobody knew it. And there wasn't a kid that had to pay a dime to build a building out there. They were all built and paid for and it was just a wonderful thing.

Today's state budget board, is a staff of people way up here. No President goes around them, but I made friends with them early on. I'd take them to lunch and we'd go drink a beer in the afternoon. And all my budgets would start there. They'd come over to the Senate and the House. See I'm sitting

there and it's already approved by the staff. And I never told any of the Presidents that. My assistant, Wynn Anderson said, "You'll get caught with this one of these days and get your head cut off."

I said, "That's okay. I'll sew it back on."

These are the kind of things that a President just doesn't do. But I had so many things happening to me. All my friends in Houston, Dallas, and places, would call me to get me to do things for the Governor. Connally already had Preston Smith. Preston was Governor when I put these things through and he was a dear friend of mine. He'd do anything in the world for me. And he signed, after they signed the bill, that these people took credit for it here. He had more to do with the University. I didn't have any help from anybody in San Antonio. Morris Jaffe, Red McCombs, a little bit, Charlie Becker with Handy Andy, ... Alfred Nagely, who was George Brown's son-in-law (of Brown and Root) and that was about it. There was a guy here, an engineer, I don't remember his name, he helped me with it...got this bill together at work and two or three people in the System helped me. People in charge of land and funds, they helped me with that.

Every time I turned around somebody called to get their kids in school. They'd say "Get this child in medical school." By that time, I was friends with all the "med-heads". I liked them and they liked me. I didn't mess around with the academic "heads" when we had a board meeting, but the "med-heads" and I would always go have dinner together. And so, I got a lot of kids in med school. One of my kids in El Paso graduated number one in his class in Galveston. He was number one in his class at UTEP, he's now a cardiologist and he was president, the youngest president, of the Texas Medical Association. This last year he was President. [This year he is chair of the American Medical Association Board - 2005] He was a neat young guy.

But anyhow, Delavan was giving 600 acres of land to the University. Well, it is strange that I brought Mr. Delaphin up, because about three years ago his son called me and he said "You know.." he said, "It's the strangest thing I can't find out anything at UTSA. Why isn't your name ever mentioned

out there? I can't find anything. I see all these people's names on the buildings and I don't think they had anything to do with building the University."

I said "No, that's right."

He said, "My daddy owned a little old piece of land in there and he sold it to them for some little old nothing, probably." And he said, "You know it looked like they were supposed to name a street after my father." He said, "Did you ever hear about it?"

I said, "There's nothing named after me." That never has bothered me; I don't want to have buildings named for me. But I told Mr. Delavan's son, "I can't help with you with it. The President or a bunch of Regents, I can't speak to them, they don't talk to people like me. And I just can't help you."

Another story, I want to tell you. Going back to that bill... The big fight came on the bill, which when we passed it generated \$146 million dollars instead of \$69 million, which I planned. I spent a lot of time in the Texas Senates men's restroom, because that's where you can always catch a Senator. I'm serious. I had a way of telling them in four or five sentences what I wanted to do, and then they'd help me. Like Ralph Hall from Rockwall, (Rockwall - that's up in Northeast Texas) he said, "I can't come out for your bill." Then he said, "I'm going to wait till it passes and I'm going to vote against it. You've got enough votes to pass it and if you need the vote I'll vote for it."

Well I had about four of them do that, but Don Canard wouldn't do it. He and Erwin got to be bitter enemies. One night Canard spent five hours on the floor filibustering the bill. And Senator Swartz from Galveston finally shut him down. I'll tell you a funny thing about Frank Erwin. Canard got beat and got on hard times, and Frank got him a job at LBJ and that's where he retired. I mean that was Frank Erwin.

But this bill... Don Walker, (Don Walker was an integral part of this) was Vice President for Fiscal Affairs with the [UT] system. (He was a Sam Houston boy. At one time, five of the top administrators were Sam Houston graduates, including the President of UT Austin.) And he and I got to

be big friends and he called me one day to come over and have lunch. He said, "You know we got \$146 million dollars."

Erwin said, "I want you to go to Houston with me, I want to build a medical school in Houston. I won't do it without your approval."

And I said, "I have no problem with that."

So, we go to Houston, me and some of the big shots. We went up there for a quick lunch and told them what we were going to do, and we did it. Then UT Dallas. On this committee was the mayor of the city of Dallas, founded Texas Instruments, Chairman of the Board of Braniff airways, Eric Johnson. He was like a big old collie dog, the sweetest, nicest guy you ever saw. He built a technical university at Texas Instruments. He also got in a big fight with the chairman of the board of the Humble Company, Morgan Davis. On the committee one night when Eric said to Morgan Davis, "I want you to come build some buildings on my campus." Morgan said, "If you'd asked me originally I might have done it. Now you've built it, you pay for it... (Kind of what like our President's [George W. Bush] doing in Iraq now) And so there's no way I'll help you." So then Eric comes back and he wants to get rid of it - the technical university he's built, and he wants to give it to UT Dallas. But with that goes the need for some money, so we gave them about \$15-18 million.

The only thing Erwin and I really disagreed on was Permian Basin in Odessa. I said, "Frank this has been a miserable failure." It's like I told him, it's just exactly like I told him. But anyway, the bill had already built a nursing school here in San Antonio and UT San Antonio out of that money.

It's a really interesting experience...so when it was all over, that's when I was going to Sam Houston, I had offices, I lived at the executive suite at Santa Rosa. Sister Mary Vincent O'Donnell was on that committee. She told the Chancellor one night, "I am surprised you know absolutely nothing about medical education and you have a medical school. I'm surprised you know nothing about it." Oh, it got to be..all these were big rich tough people, they weren't,...they all loved me...

Let's get around to Nolan. Another big fight I had was about the church schools. They had me in Dallas at the Chaparral Club, all the Presidents. They wanted me to write a thing in there were they'd get tuition. I said "I absolutely will not, that's wrong, it's a violation of the Constitution and I will not do it."

And they said, "you are going to catch it with the board." I said, "that's fine with me."

And I said, "Dr. McCall what are you going to do when state auditors come to Baylor University to audit these state funds?" They had never darkened the doors of Baylor University, I'll tell you that. And I thought to myself, "That's the end of this."

I said, "I'm a Methodist, if we are going to have an SMU then the Methodists ought to support it. Got no business asking the Baptists or Catholics to support it. And I don't want to support any of these Catholic schools. I don't want to support any of these Episcopalian schools. If a church is going to have central education they should support it."

Templeton: Anyhow, Kassie, do you have any questions?

Green: You've pretty much already covered how you were approached and by whom you were approached for becoming the President of UTSA. When you came to San Antonio, you raised funds for building, what else were your duties as the President?

Templeton: My duties were simple -- to work with the architects to design a major university of 15,000 students and raise the money for it, then employ the faculty and design the programs. Just build a university.

Green: Where were your offices at?

Templeton: Hemisphere Plaza. Terrible down there. There were three shootings right outside my office the first year I was there.

Green: Wow.

Schaad: Why Hemisphere Plaza then?

Templeton: I had no idea. I didn't ask questions. That wasn't my problem.

Green: Where did you spend the majority of your time the two years you were at UT San Antonio?

Templeton: I spent a lot of my time in my office. I spent a lot of my time at UT San Antonio and in Austin. The systems administration... getting through all that mess... the O.F.P.C. - Office of Sales and Planning, actually I was in charge of it. But I let them know that I was the President. We had a couple of big fights over it. I said we'll take it to the board table, so they never got the board table. I was just all over everywhere.

In San Antonio, you're always invited to go someplace where you do something for them. This was always the town where you do for them not for the University.

Green: Was that one of the biggest challenges that you had?

Templeton: I don't know the word challenge. It was a job, a hell of a job. It was a tough job. This is a hard town to work in. You give to the people here. I left three and a half million dollars of money I'd collected to the University. That would have gone in their [San Antonio] pockets. You can't believe the daughters I was supposed to hire. And then we had all the arts.

Some of the powerful people, the most powerful people in town at that time were big on the arts. I won't call any names. They wanted me to agree to have a University symphony orchestra. Take the symphony and take the money and put it in ... what they didn't know was at Sam Houston half of my university symphony programs were taught by symphony members in Houston. We had a big public symphony. You couldn't believe the symphony that we had at Sam Houston. But anyhow these are the things that I had to withstand.

Green: When they decided to establish the University of Texas at San Antonio, were they going to establish universities at the same time in Dallas and the Permian Basin?

Templeton: No, no, no. That had nothing to do with it. That came after I got this money. They weren't even around then.

Green: Okay. How would you describe your relationship with the Board of Regents?

Templeton: I had in a lot of years and not one negative vote. They used to love to come to El Paso, they'd come to El Paso and spend a weekend with me. Frank Erwin loved to come. Of course, we had the El Paso Club and all the nice things, or go to Ruidoso, the horse races. Anyway, it was a great thing for them.

Green: How much were you involved with the decisions, not just the building of campus, but what kind of programs that the campus put in place.

Templeton: I designed the programs.

Green: You did?

Templeton: June Hyer and Josephina Sobrina were scholars. I was not a scholar. Never attempted to be. They intended to be and were scholars, real scholars. I told them what I wanted to do - I didn't want to build a UT Austin here. So we set different programs, we didn't have a department chair. The "med heads" were on me about biology. Somebody told me that Purdue had the best biology program in the United States, so I went to Purdue and spent two days in their biology lab. I've never seen anything in my life like it. There was no such thing as freshman and sophomore. The kid would come in and had certain core courses to complete and they completed it. So I brought all that back, I built my biology labs around it. Then they brought the guys from UT Austin here. This guy said get rid of all the equipment, take it back to the way the UT Austin biology department does it.

I also had the football crowd. I said you can't finance football because everybody's going to Baylor, or they are going to Austin, or to College Station or going to Houston. They are not going to be

going to anything here but to high schools on Fridays and Saturday nights. And I said and nobody supports basketball yet, only five to six hundred people out there watching it.

Green: Right, right. So, that's why we don't football today because there are all these other....

Templeton: Why, Why...Let me tell you something. Financing football takes away from the financing of the university. You got no business here with football.

Green: I understand that. Let's talk a little bit about the location of the UTSA campus.

Templeton: I had absolutely nothing to do with it.

Green: Nothing to do with it?

Templeton: I opposed the downtown thing. I found out there was a lot of monkey business going on down there now. A lot of empty classrooms, a lot of professors don't show up. The students come, stay awhile, they leave. One of the six people that I had ended up down there. I taught him printing...he ran the print shop there. He was diagnosed with carpal tunnel syndrome and ... they put him in maintenance and they sent him down there. He was a real smart man - his name is Juan Flores. Juan was real smart. I taught him a lot. And he knew the President's like the back of your hand. He could tell you about them. You know he was always around me; he drove me wherever I went. And I'd take him in to all the places. Frank Erwin said, "Where's your second President?" You know everybody liked him, but you know I just never did go for that stuff.

Green: Was the university location already decided before you were offered the position as president at UTSA?

Templeton: This man Delavan said it was always what they used. Actually, actually I had a pretty good staff then. I brought in a good staff. Like the Business Dean. The executive secretary of the Southern Association was in Louisiana and he wanted to come over here and see what I was doing, so I got in charge of the plane and went and picked him up. Louis Rodriguez brought him to the plane. And

he said, "Here's the Dean of the business school here at..." (I don't know the name of the university; it's in Louisiana, one of them) And I said, "Really?" I said, "Louis can you get any oysters from there?"

"Oh yeah."

So he took Gordon and I and got a sack of oysters in the shell. Before we got back to San Antonio with the oysters, I hired him, the Dean of the Business School. And I used him a lot. He had the facility for bringing in people I would have never brought in. But they worked. And they'd do a lot of these things that was done was different. And you know it was just unbelievable. I put him [Gordon] on the transportation thing. We set up bus routes and built a bus stand where it was dry in bad weather. The most amazing thing about it was getting the bus people to understand. They wanted to raise the price for going so far. I found out early that the kids that were going to go here couldn't afford to even commute to San Marcos.

And so, June Hyer and Lou and Sobrina they went to Harlendale ... they spent time in Harlendale, Edgewood and all those schools. Talked to the counselors and the kids. And we found out the need was to provide quality education for poor kids and keep the cost down. And that was spending that I was driving for. But when the Austin people came in as presidents it just went to... but the Austin people can't bring the permanent [endowment] fund. All a student may bring is his car; maybe it's paid for, maybe it's not. But the permanent fund is where all the money in Austin is, it's not here. And you have got to go raise the money. Let me tell you Kassie, my years here I had unlimited spending, unlimited funds. I'd sit there and call Bill Heatly and I said "Bill I need some more money. I need three or four hundred thousand dollars." I bought a forty-five thousand dollar library collection up in Portland. Portland, Oregon.

He said, "That's good; you need some books."

And I'd clear it with Walker over in the Systems office and I'd just get money, all I wanted. To do whatever I wanted, but I didn't waste it, I didn't waste it. I moved into new facilities out there, not the ones there now [1604 campus] but the rented facilities [Koger Center] and that worked real good.

But the land, back to the land...I couldn't see that the downtown location would be any better really. You got too much monkey business downtown. You've got too many people that can come teach part time from the courthouse, for example. What I found out in San Antonio is to stay away from downtown as much as you can. I went to El Paso with open arms, I was a savior. When I left El Paso they gave us an Arleigh B. Templeton desk, a Buick station wagon, gave Maxie a bunch of jewelry, gave me a bunch of sports coats, fishing stuff, and named streets for me. And here I never got a word of thanks for anything I did here. And I didn't want it, it wasn't necessary. But I'm just saying the difference in the attitude of the community. My second year there they gave me a million and a half dollars, the little old town of El Paso. Of the President's discretionary funds, not tied to anything.

Green: Did the city of San Antonio want to have the university downtown?

Templeton: The crowd that wanted it downtown all wanted jobs. And I won't call their names. One highflying guy, a PhD was brought in to my office by a State Senator. He says here's your new Vice President.

I said, "Well Senator I don't have a position."

"Well when you get it I want him hired."

I said, "I'm not committing anything to you or to him period."

Of course, this Senator got beat and Nelson Wolff was the next senator. And he was no help. He didn't know anything. I had the bill passed on the senate floor and he would go around, and people would have so much problem with the other Senator that people wouldn't talk to him. So finally he [Wolff] came around and said "Look, what do you want me to do?"

I said "Vote for the bill. That's all I want you to do." Which he did.

The townspeople...the move wasn't that heavy to move it downtown. It's a different crowd; this is San Antonio country club crowd, the Argyle crowd. I've belonged at the Argyle seventeen years. You know how I got in? Mr. Zachary's home was right across the street. I was over there one day and he said, "let's go over to the Argyle club and have lunch."

So, we went over and he said to the lady that runs it, "Will you go get the papers, Dr. Templeton is going to join the Argyle."

"Mr. Zachary we don't do it like that."

He said, "I'll take care of everything that needs to be done."

So the papers came and I signed them.

He said, "Give him a temporary card."

She said, "We don't give temporary cards."

He said "Well, give him a guest card from mine."

So I got his guest card, which I didn't use. But finally, I got a membership. What it is, you get nine people to sign up saying that they would pay any unpaid bills. And then you have to have a vote by the whole club. And one person could black ball you out. I got along fine with everybody, but I got along fine with the high flyers too.

I'd go to their parties but I hated sitting at the country club. They offered me a membership there and I turned it down. I guess I was the only one who ever turned it down.

Green: When John Peace took over as the Chairman of the Board of Regents, in 1971, did that change the creation of the University at all? When Erwin wasn't the Board of Regents chair anymore?

Templeton: He didn't mess with anything.

Green: No? It just stayed the same?

Templeton: Erwin was the University of Texas System. When the medical schools had a problem Erwin solved it. Many places at UT Austin's named for him...the Erwin Center, there's all kinds of

things named for him. At UTEP [University of Texas at El Paso] they never named anything for him. Here in San Antonio they never named anything, not the medical school, nursing school, nothing he and I built. Without Erwin they wouldn't be here. They had a nursing program but it wasn't any good.

Green: Can you tell me anything about the Good Government League?

Templeton: The Good Government League was a political arm of the McAllister era. They selected the Mayor, that's what the Good Government League was for.

Green: Were they involved with UTSA at all?

Templeton: As far as I was concerned, it was the homebuilders, which it is now, that's the power in the city. And the homebuilders all liked me. Ray Ellison was one of the neatest guys I ever knew. I loved him. He didn't do anything for me, he was just great...he didn't do anything for me. John Schaeffer and most of those guys were all good friends. But the Good Government League, I stayed out of it completely.

Now see, who ran for Mayor? Somebody ran for mayor and got beat and I tried to help him. I found out that the Good Government League already had somebody.

Green: I'll try to find that out for you. We had talked before about the Convocation center, that you helped get that...

Templeton: The convocation center, Sam Houston got the money to build a gymnasium, way back there. And so eventually they built a gymnasium, but all around it they built dormitories, around it, around this gym, that was for the athletes or they did have to be in athletics...where the state would paid for the cost of the housing athletes. Then they passed a law against any universities building gymnasiums. But I knew we had to have one. So I came up with a Convocation center. And I hit Erwin with it.

He said, "What are you going to do with it?"

I said, "We are going to convoke. We are going to have commencement, registration, we'll do registering in the convocation center." And I said, "We'll have the symphony, we'll have guest speakers and whatever the faculty needed it for. It will just be an academic center."

He said, "Surely you wouldn't put any goals in it?"

I said, "I hadn't planned that."

He said "Well what about restrooms?"

I said, "Restrooms won't be in it they'll be outside."

"Oh, well you can't have a gym without restrooms."

I said. "This is a convocation center, Erwin." He couldn't wait to get the plans. (laughing) The restrooms were outside. (laughing) That's the way that came about. And so I bought the most comfortable seats. The O.F.P.C. was against it. But I had the money. I ordered I'm talking about really fancy plush seats. And so the new president came in and the first thing he did was squash that. And they got the seats they have now.

But that was a thing...and the thing is in Austin when they built they used the same idea ...it was a convocation center in the beginning. Then it became a Special Events Center. That was the word I used at UT El Paso. Built a fifteen thousand dollar special events center.

Green: So if you did that then you could build something that was good enough to be a gym but wasn't a gym technically?

Templeton: It was the most gorgeous thing you've ever seen. That West Texas air would pull in at night and you'd have fresh air, it wouldn't smell like tennis shoes, jock straps and stuff. And it had just wonderful seating ... beautiful seats sitting there. But the Convocation Center (at UTSA), that's been a wonderful thing for the University.

Green: You said a few minutes ago you wanted to build the university for the poor students, so they could go someplace nearby because they couldn't afford to commute to San Marcos. I'm assuming

that a lot of the poor students in San Antonio at the time were Hispanic. What was the Hispanic community's reaction to having the university so far from where they lived?

Templeton: I never had one bit of reaction.

Green: I know that San Antonio was one of the larger cities in Texas that didn't have a major university, is that the reason why they wanted to put a university here?

Templeton: They didn't have a university here because we never had a legislative delegation that was worth a damn. You couldn't get anything done. I got no help...Jake Johnson, a little guy, a house member - he supported me, still supports me. And my Job Corps, he got me the job and I got him a job at my Job Corps and there was a retired lieutenant general, National Guard, he was in the senate and he said, "Now don't bother me. Just call me on the phone and let me know what you want me to do and I'll do it."

That was it. The rest of them...the guy [Frank Lombardo] that the paper [legislation creating UTSA] was signed on his back by Preston Smith, he had nothing to do with it. Heatly used him, it was Heatly's deal, Heatly used him. He used him. He was Hispanic and he used him.

Green: What about Representative Frank Lombardino? I know he was involved or present at the time that it was signed by Smith.

Templeton: It was on his back it was signed. His whole family was honored at the twenty-fifth year. I didn't show up at the twenty-fifth year. I declined the invitation.

Green: Okay, I think that's enough for today. And we'll plan to do this some more.

Templeton: It's hard to do this without notes. Because my life's been so tied together. Like for example, Job Corps. I'm at Sam Houston. I'd just gotten through with this study here. I left Mary Vincent's, they tried to operate on me here, I wouldn't do it. And I left Mary Vincent's hospital and I went to my niece's wedding in League City. That was about August the twenty-eight. September first, I

went to Sam Houston. My office was three flights up, had to walk three flights of stairs. I almost never got up those three flights of stairs. But I made it to those offices, and with out surgery.

Back to calling it Job Corps, on the twenty-first day of December nineteen hundred and sixty-four, I was down at West Columbia and was going to speak to a bunch of teachers down there. And the little cafeteria lady come in and said "The Governor's on the phone, he's got to have you."

I said, "Get his number and I'll call him back."

She said, "No, he's got to talk to you right now."

I said, "You tell him what I said."

So, she came back with a number and note that said, "Arleigh I want you in my office at nine o'clock that morning, because Lyndon and I are having a fight over Job Corps." When I spoke with him on the phone he said, "I'm going to use you to stop it because he likes you."

So anyhow I get in there with two other guys and they're big in probably the corporate world and the governor gets Lyndon on the phone and Lyndon's voice comes over "Connally why in the hell are you going to run that thing with the State's _____ on it."

Connally said, "I'm going to set up a non-profit corporation and Dr. Arleigh Templeton's going to head it."

He [LBJ] said, "If Arleigh's going to do it it's alright."

So I got the Job Corps. I've had it thirty-nine years now. I've had over a quarter of a million drop-out kids come through there. Their lives are different. I'd say most of them...some of them are just unbelievable.

Little girl in El Paso, and her daddy died...left two kids, this little girl and her brother. She was fifteen years old and didn't have a dime. So, she went next door and asked a lady to help her.

The lady said, "I need some help in my house; can you work over here for me?"

So, she went over there. She got about five jobs. That kid paid all the bills, she raised her brother and took care of her mother. She showed up at job corps one day and they recognized she was smart, so we took her and her brother in. She got her G.E.D. quicker than we could turn around. We put her in the Junior College and paid her expenses over there and we gave her a job and put her on the payroll at the Job Corps center. And she'd help us at the center. She graduated with honors, straight A's from the junior college and went to New Mexico State and graduated with honors over there. And she got a big job with one of those health company's...you know they sell health care. And that kid just went like you couldn't believe. So, we had to have somebody go to Washington and appear before a congressional committee on job corps. And this kid went. I told her, "Take your life...you start out by saying that none of your audience has been through this, so if they don't mind you are going to take them through your life." There wasn't a dry eye left in that room when she finished. Then she said, "Now I'm making forty thousand dollars a year at Job Corps. If you want to cut this out, there are a lot of things I think are more important to cut out than Job Corps." And she financed Job Corps for another year.

But now let me tell you something ... tuition is going to end up around thirty four hundred dollars a semester.

Green: I've already been hearing about that. At school, they've got it posted to let students know what's going to happen.

Templeton: You know what burns me? That president is still building buildings. They don't need buildings. Let me tell you ... twenty-seven, twenty-eight years ago we had a big President's meeting in Austin. And at one time I was the only Republican school superintendent in Texas, at one time I was the Republican Junior College president in Texas, at one time I was the only Republican University President in Texas and I really wasn't a Republican, I was just myself. They were telling me about this

and that and I said, "Let me tell you guys something right now, this is going to kill you, probably won't be in my day, but you keep building these buildings and you absolutely ignore the cost of maintaining them." I said, "The utilities are absolutely going...it never occurs to you that when legislation finishes you got a chunk of money that's all in one basket and if you got to take up half of it in utilities, what are you going to do for faculty salaries, what are you going to do for other things?"

And it's at that now, gas is going to double this next year, it's double now. It's twice as much. And maintenance, it's just unbelievable. What I used to do...way back when you're not supposed to do this, a guy sold me a little two bit computer and showed my people how to program it. You program every building classroom by classroom and it tells you how many people is in that room every period of the day. So I had a smart lady that was working for me, she'd run those figures down and she'd tell me right quick. And so when they'd come back wanting this, wanting that,....

I had this "no appointments" calendar routine. At registration I'd see three or four hundred kids, what would be the number one thing they'd come see me about...working kid, a family...they'd need one course to graduate and but they couldn't get the class because it was closed. What I'd do was I would call the dean and say, "Find out why it's closed up." And he'd say, "Because there's no more room in there." Then I would say, "There will be five chairs there in thirty minutes so you can take five more kids and this kid will go back in there and you will put him in that room." You think that makes the president popular with the faculty? But that kid graduated. I'd do a hundred of those every semester. Faculty doesn't give a damn about the kids. They've got to blow smoke on kids to keep themselves up. And there's so much junk, I bet you I could cut three hundred million dollars out of higher education right now.

See I set up a school...UTEP was a million dollars in the red, it wasn't all air-conditioned. UTEP was about to lose it's accreditation. I built a new business school ... got it re-accredited. And these kinds of things go on that people don't know. But it was important to me because of kids.

I had a guy one day, I was drinking beer with, an engineering guy and he said, "Have you ever thought about Hispanic women in engineering?" I said no. He said, "Will you help me with the chairman? I want to recruit three Hispanic girls in my mechanical engineering program."

I said, "Go get them."

So, he went and got these three kids and brought them over there, and they were just the breath of my life. They were just happy and they all gave me a big hug. This guy gave me credit for it, but I wouldn't take it; I said this guy told me about it. The first one of those kids graduated with straight A's, then she got her masters degree, then in a doctoral program at the University of Houston. And the other two went on to the University of Houston doctoral program ...I don't know about the rest of them. It kind of went away my last year and they didn't follow through. It would have been a big push. Other programs went the same.

I'd try to do something....I hit faculty...I made one speech a year. I hit them once a year with what I was going to do; I'm going to bring in public school teachers. The elementary teacher..I want to bring them in and I want to give them a three-hour math course to teach them to work the math problems. You don't realize how many teachers come out and can't work the math problems. They didn't plan to be a math teacher. Another year I said I'd like to finish some of these degree programs. An accounting program, three hours of accounting. For me that would really be worthwhile for a teacher or for anybody going out in to the work world.

Well here's the President trying to dictate to the faculty what to do. When I did a study on higher education, the *Texas Observer* was a real old bad newspaper, oh it was bad, it was really influenced by the faculty at UT Austin. There were no faculty members on that committee, they were all millionaires. This professor just stayed on me all the time. And he couldn't wait to get the report and he got the report and it's the damndest thing, I don't know where it is now, I've probably lost it or it's

somewhere in all this stuff. He said, "I'm simply amazed that you recommended that the salaries be increased and all these recommendations are good."

Riley Dugger ... Why did I come up with that name? (laughing) That was his name. I really felt bad over that thing.

Green: Thank you so much for your time today.

Templeton: Well, I enjoyed being with you. I hope, I hope....are we getting through what you want?

Green: Yes sir. I'd like to set up another time for us to get together.

Templeton: Okay. You're going to digest this.

INTERVIEW 2

Tape 2 of 2, Side A

Green: Today is Thursday, October 16 and this is the second interview with Dr. Arleigh B. Templeton. Good Morning.

Templeton: Good Morning.

Green: I have a few questions regarding some of the things we were talking about on Tuesday. One of them is, what in your career do you believe influenced the board in appointing you? I know you talked a lot about all the things that you've done, but is there any particular thing...

Templeton: Well my start came from Alvin Public Schools and Alvin Junior College. Nobody had been superintendent of a big school district and built a big junior college over one summer in the history of our public education. And Newton Gresham with Fullbright, Crooker, Freeman, Bates, Jaworski law firm in Houston watched me from the beginning and I had no idea this was happening. Somebody in Houston told me that one time.

And my old secretary at Alvin in about 1960 walked in and set down one day and she said, "I want to tell you where you're going right now."

I said, "Well what."

"You're going to Sam Houston State Teachers College as President."

That came from that relationship with Gresham, and what I accomplished and the publicity I got in Houston and El Campo. The school superintendent and architects from Houston Independent School District came down and looked at the building I built.

But anyhow that's where I got people started believing. Then when I became big in the Southern Association that got me recognition all over the South. Plus, some of my best friends were President of Duke University and University of Miami, University of Alabama and those types of schools. That

brought me back a lot of publicity and recognition here in the state of Texas. I think I told you I was the only second Texan ever President of the Southern Association.

Green: Yes, you did.

Templeton: And starting from Sam Houston State Teachers College I've been able to do all these things.

Green: You have a reputation of being a student-oriented president of a university.

Templeton: Exactly. I ran a "no appointments" calendar so I could see students.

Green: Right. In 1971 you were quoted, in an article about the founding of UTSA, as saying that it would be a "student oriented" university. How did you approach your presidency there to make it student oriented.

Templeton:

I started with the poorest high schools in San Antonio. My people went in those schools and studied the schools, and studied the kids and talked with the counselors and principals. Then we visited SAC - San Antonio College. I knew the President and the second person real well at SAC. We worked with them to set up a program where when a youngster finished six hours at SAC he had a counselor at the community college to talk to. I was going to have people over there talking to those kids to move their sixty-six hours into a hundred and twenty hour bachelor degree. That plan was really working good, but nobody ever followed up on that. We went back to trying to become a little UT Austin. It is what I fought...and is one of the reasons I left San Antonio...I didn't want it to be.

Green: We were talking about the Coordinating Board a few minutes ago. What was their involvement with UTSA?

Templeton: The coordinating board had all the involvement in the world. They approved all the courses, all the course offerings and everything. They controlled higher education. And you had a great

group of people. Now Governors are driven by money and have not acquired the people..the caliber that I like, that I needed. I'd probably have a little trouble now with this group.

TAPE STOPPED

Green: We talked about the placement of UTSA and you said that you had nothing to do with that. What gave the final decision on where to put the campus?

Templeton: Actually, I doubt that anybody really knows exactly who. But the people who were closely involved with it were John Peace, Alfred Nagely and Charles Cooper.

Green: Okay. There was an article in the, I believe it was the *Express News*, at that time saying that there was a controversy over the land with John Peace being involved with that. Do you remember that?

Templeton: I do remember it well.

Green: Can you tell me anything about that?

Templeton: I'll just tell you...you said it. That article that I had to face everyday with the press and I told them that when I came here I had six hundred raw acres. You know what I did with that 600 acres? I brought a man in with me from Sam Houston, put him in charge of maintenance and operation. And we went to Laredo in a big eighteen-wheel van/truck and picked up about twenty emigrants and brought them and made a camp for them on that six hundred acres. And my man finally got a person who'd been released from the prison in Huntsville and he had a lot of experience with horticulture and trees, so we hired him and brought another guy from the prison.

And those two were absolutely marvelous and we trimmed trees and cut brush on approximately hundred and fifty to two hundred acres and I don't know what their doing since then. But it was so pretty out there. And we stacked all the wood out on the road so people could come pick it up for firewood.

Green: Oh, really. Wow.

Templeton: It was these type of things I had a good time doing.

Green: I'm sure.

Templeton: Then we had another thing. That university is built on rock so we had to dig a lot of rock out for foundation. So one day, Mr. Zachary, Pat Zachary, asked me, he said, "What are you going to do with that rock you've been digging out there?"

And I said, "We're going to haul it off."

He said, "I'm going to rent you a rock crusher and send it out there and send you two men. And you hire those men and you crush all the rock you'll ever need for the parking lots and the road."

Well first thing you knew I had stack of the finest road material you ever saw. The people with that rock quarry across Ten [IH-10] over there, they called me up one day and told me they were going to get me fired. I'd gone into the rock business, and I was President of a university not the rock business. So I told them to go straight to hell, exactly the words I told them. Anyhow that saved a lot of money on that campus. These were some things I did.

Green: Right. Right. Was the board...was the city expecting San Antonio to move out as far as it has now?

Templeton: That had nothing to do with it. It was 600 acres that belonged to somebody. They recommended to the board, and the board approved it.

Green: We had also talked on Tuesday, about the Good Government League. Can you tell me what exactly they did for the founding of UTSA?

Templeton: The Good Government League did absolutely nothing. Mayor McAllister called me one day and told me he wasn't going to put up with hippies out there. They weren't going to put up with this, they weren't going to put up with that, and I said "Mayor, I want to tell you, you need to get an appointment with board and be elected President of the University."

I said, "I'm President of the University and I'm going to run the University, you run the city and I'm going to run the University. And I don't need any help."

Green: So that the San Antonio government really had nothing to do with any of it? They didn't have a say or....

Templeton: I don't know how you got into that?

Green: Just some of things that have been said over the years.

Templeton: Well, the Good Government League elected the mayor. The Good Government League was the homebuilder. That says it in one sentence. They were all friends of mine. But I asked them for no help...but they did give me...I told you Ray Ellison and John Schaeffer, gave me some help. Not real help. I didn't need their help to do what I had to do.

Green: Tell me about your vision for the University of Texas at San Antonio. What did you want it to become?

Templeton: Well, I wanted it to become a university for kids who could not financially afford to commute to San Marcos. And they had finished their six hours. I wanted it to be a freestanding university that would try to raise the poverty level in the city of San Antonio. I had no idea that San Antonio was as poor as it was until I came here. And when I got down on the west side and the south side, and I did, I used to go to the some political tamalada they had, have you been to one?

Green: No, I haven't.

Templeton: A big parking lot, with beer and tamales and the politicians would come. The affluent would have theirs at the St. Anthony hotel, their room you know, and they'd have the governors or whoever. But... I learned a lot about San Antonio.

And I had a friend who lived at the St. Anthony hotel, Maurice Coyne. He owned a packing plant down on Commerce Street. The packing plant area's all closed now. And he was the neatest guy that ever was and he taught me a lot about San Antonio. He had lunch everyday down at the little dining

room and I'd eat lunch with him and the guys down there at the packing plant a lot of times. And I found out a lot about San Antonio and about the poor areas. And he took me one time to a little bar-b-que place, run by a little Hispanic lady who cooked bar-b-que there for twenty years. It was tin, just barely standing up, and she cooked the best bar-b-que you ever saw.

And he said, "Here's San Antonio. And here's where I get my bar-b-que."

I did a lot of these things. I'm a little people person. I got a lot of friends everywhere I go in restaurants, chefs and waiters and maitre de's and people that work at HEB, grocery stores, my friends...

Green: You don't find that nowadays in a lot people.

Templeton: It's a money driven world. And it's destroying...what it's doing is bringing us down to a second class...this is exactly what Rome did, you know it?

Green: Yes, sir.

Templeton: Everybody went to town and there was nobody farming, there was nobody doing this and first

thing you know, it blew up there was no money and Rome fell. And that's exactly we're on the same track.

Higher Education is a simple thing. Running a university is so simple it's not even funny. Most presidents are scared to death of the budget. The budget was on my desk. That's where its final resting place was and I was in on every bit of building that budget. When the school finished they sent the budget to me and I went over it and redlined and question and added things. When it was finished I knew it from one end to the other. The next step is acquiring good people. If people couldn't tell me what they were saying, that was the end of them. You know faculty is good about that.

Green: Yes sir.

Templeton: You know they can write nothing in twenty pages. They can write the same thing in a paragraph.

Green: Did the board and the other people involved with the beginning of UTSA have the same kind of vision that you had for it?

Templeton: No. The board...I was a rare character with the board. Because I was the only one who talked straight. At the budget hearings every year, we had the capital press and local press, and San Antonio and everybody there. Had a big boardroom full of people. And the Presidents would all bring two Vice Presidents; they'd have great big boxes with papers in them and I had a little paper in my hand. One piece of paper. And I'd stand up there and defend my budget in about forty-five minutes and sit down. And the board appreciated it.

And the funny thing Kassie, (laughing) right off the boardroom was a little kitchenette that women came and fixed lunch for the board. When I'd finish my part I'd go in there and they'd always pour me a glass of wine. And they'd give me some tidbits to eat, you know I got to eat my lunch even before the board got to eat. I'd go back and people outside would smell the wine on me.

Chief Castle said "He's going to get fired some of these days."

I said, "I know it."

I had another experience. When Darrell Royal retired, I had my office in San Marcos - my Job Corps San Marcos. Dale came in one day and sat down.

I said, "What in the hell are you coming down here for?"

He said, "Well," he said, "I came down here to tell you something I needed to tell you." He said, "I have predicted at least fifteen times that Frank Erwin is going to finally fire you. That you had too much power and that you ran your own show and he couldn't dominate you." He said, "I'd do the same thing if I got fired. I just wanted to shake your hand and say that you're the only one who did that."

His wife had a problem, a drinking problem. And she got on some type of mental program and I gave him five thousand dollars that day for his wife when he left, and he never forgot that.

Green: Oh, I'm sure he didn't. Did she ever recover?

Templeton: Yeah, yeah she probably did. But almost everybody I know did.

Green: It seems that a lot of focus on UTSA was on medicine ... that they talked about doing the medical center and working with medical schools. Why do you think that UTSA became a comprehensive university instead of a research university?

Templeton: I think I told you the “med-heads” - the presidents of the medical schools are my best friends. We always ate together and drank together at board meetings. And we talked together and when I was in Dallas I’d call Charles, in Houston I’d call Bill Livingston a president over there. So I knew the medical school operations. I knew the weaknesses and strengths. I knew how to fund them, finance them. And the guy at M.D. Anderson, one of the greatest guys that ever lived in the world, he built that thing and he had a way of making a presentation to the board on his money that nobody could turn down.

And they’d always ask him, “Mr. Clark, are you sure that’s all the money you need?”

And he said, “Well I need another 25 million.”

But anyhow, I found out in a hurry, that at that time, there was no way in the world that I could pull in....the medical school had a lot of problems there. Frank Erwin would solve them. He solved all their problems. And I saw no reason for me to get in bed with that group.

I prepared kids to go to that school. UT El Paso. A study was done by the Chancellor of the University of Texas System, it rated all universities. It rated their pre-med students at the medical school in the University of Texas System. And I always thought it was Rice. Number one was SMU, number two was UTEP.

Green: Really?

Templeton: And you know what it was, Kassie? Immediately I got the President of the UT Medical Branch, that’s a medical school in Galveston, to come out; he’s a real good friend. He came out and stayed three days with me and he went through my science department. He came in one day with

_____? _____ at the El Paso Club. We had a tequila margarita. Tequila martini, that was a margarita made for the Presidents, no one in the world could ever make one like it.

So we were sitting there. "You know," he says, "You have made me learn something. I'm going to tell you what I've learned. You've got two women in the biology department over there that are the strength of your pre-med program." And then he said, "I'll take any kid from UTEP that they recommend."

And they took my number one kid that year and he went on to become number one in his medical school class. Really, so many people don't know what they're talking about. They don't have any idea what they're talking about. There's some kind of program here they got tied in with medical school. And what you've got then is a bunch of doctors over at the medical school that are moving in over here with some type of health science program, that has nothing to do with the medical school. And then the university has got a biology professor, a chemistry professor and first thing you know they've got this thing going. I've just read a little bit about it, but I wasn't impressed with it.

There should be a simple 120 hour degree program for students. It ought to get them where they want to go - to medical school, law school, teaching profession or wherever. The university ought to assume that responsibility. And it should be simple.

Now then they've got communication. And the kid now can get fifteen hours, easy hours in communication. And it's just a waste of fifteen hours. And, I would put in a regulation that the state will not furnish any free education or any education over four years. That you've got to finish a degree in four years, unless it's a medical thing. That make any sense here what I'm saying?

Green: Yes it does, absolutely.

Templeton: See my thing ...that's why I don't get along now, I'm too simple. I don't understand all these things.

Green: That'd make things a lot simpler for everyone. In one of the speeches that you gave, I believe to the Chamber of Commerce here in San Antonio, you talked about having a "quality library." Can you tell me what you meant by that? In the building of the library, you said that "a lot of libraries at universities aren't very user friendly and students don't really use them."

Templeton: The library was my chief function. O'Neil Ford and I spent a lot of time on it. And we built it. Of course, I told him the roof was going to leak. And I put flowerbeds, I was going to put azaleas where the light was coming on the floors, the second or third floors where you'd walk down that hall and they'd be there. It was a beautiful plan.

I told you I got a forty-three thousand dollar collection of good fine books. And put a lot of money into the library. But today, today in my opinion the library does not need to be the scope it used to be. You don't need stacks and stacks of books. The kids are not reading them. They go there and they.... At Sam Houston I built a library. And it was the best one I'd ever seen. I got a committee, I went through and studied all of my professors, looking for the one's that had been in schools that had good libraries, and I put them on the committee. I found a good librarian. I said that what I wanted to do was take four football fields and stack them on top of each other. In the middle I want the little librarians...librarians like Bush's wife. They're all the same, you know. They want a little tearoom where they can have their teapots and all this kind of stuff. And an area for reading for kids, a quiet area. And that Sam Houston library did it. It's one of the best I've ever seen. And this one over here (UTSA) was a prize jewel. But you know what? Eight years after it was built the roof leaked and it ruined a lot of books.

Green: I remember reading about that.

Templeton: And I told O'Neil Ford it was going to happen.

Green: Why did that happen? Why did the roof leak? Just the building materials they used? Or?

Templeton: I never went anywhere that the school wasn't run down. I inherited more leaky roofs than any human being ever lived. At Alvin, all I did was re-do roofs for a long time. And I just knew that when you put in skylights you have plastic over bricks and mortar, and there's a different constituency and one of them will move earlier than others. And the mortar will crack out and water leak in. And that's what they did they put all these...(pointing to ceiling, whispering) I've got 'em right here.

(laughing)

Green: No leaks here though right?

Templeton: I didn't do that.

Green: The original plans for UTSA involved building more than just one library. Of course, now we have the one on the 1604 campus and then the one downtown.

Templeton: You know we used to not have one anywhere around.

Green: Yes, sir. Do you believe that the technology, things like the Internet, kept them from building any more than just that one? Because it noted that there was going to be branch libraries like around town for students to use.

Templeton: I never had any ideas for that.

Green: No? Okay.

Templeton: No way. You know, I was very careful; never let my university bleed off into town. When I went to Sam Houston it was run by the courthouse downtown. And they had a steady cafe that met every morning and the administration of the university would have coffee with the movers and shakers. So a lot of Sam Houston was run downtown. So I just stopped my people from going to coffee. And you'd be surprised...I didn't leave there as the most popular president they ever had. But I left a going university.

Green: Let's talk a little bit about the people that you hired when you became president of UTSA. Who were the first people that you hired?

Templeton: June Higher was the first one I hired. She worked with me on this committee; she worked with me at Alvin Junior College and public school. This committee did a coordinating board. Then I brought Jo Sobrina in. She got her classes at the University of Houston where she could be down here about three days. And then I brought my people from Sam Houston. I told you, Jimmy Hale. I brought Dave Gates. I brought Tom Page. I brought a guy; I bet you know, he's a funny guy. What is his damn name? He's retired now. Had a beard and he taught geography and education. He lived out here in a rock house he built. I brought him.

And then I brought in three more. I got Lou Rodriguez. I got him, hired him in Louisiana. He went on to be president of Mid Western University. I had seven of my assistants become college presidents.

Green: Wow.

Templeton: And the guy at Angelo State, at the time he died, it was the best university in the state of Texas. There was not one junk course in it. It was what I was talking about, and he really built a fine school. He was my kind of man. He was hard nosed.

You know, somebody said about me, was a guy that did my obituary that knows me, said....

(Templeton's phone rings, tape stopped)

Green: We were talking about your staff. Was it your decision to hire? Could you just bring in anybody that you wanted to?

Templeton: Yeah. And nobody was ever hired at any job in my university that I didn't interview. I brought in two superstars, Dr. Quarte in fine arts. He was a noted scholar, recognized worldwide. And I brought in a guy...Dick Adams; he's still out there. Now Dick Adams was a Mayan...of course he's an archaeologist. He

was rated by Yale University the world authority on this culture, what ever it was. And he was a super guy. When I moved down here he got in a wreck and his car ...his wife was injured and she never recovered from it.

Green: How awful.

Templeton: You might look him up out there.

Green: I should. Absolutely. I've heard his name before.

Templeton: Tell him that I think he's the greatest guy that ever lived.

Green: I sure will. I will definitely do that. How did you go about planning to hire professors? Did you hire professors?

Templeton: When I needed them. We'd sit and we'd need somebody here and we'd get somebody. You don't lay out a thing. You know you are going to have the department chairman, chairpersons. And we did a lot of things differently. Flawn came in and took what he'd learned in thirty-five years at UT Austin and there it went.

Green: You said Mr. Adams and Mr. Quirarte?

Templeton: Dr. Quirarte. Q-u-i-r-a-r-t-e. Something like that. He's not there any more.

Green: Who were some of the other professors? I know we talked about Dr. Almaraz.

Templeton: Yeah, Felix Almaraz, brought him in. I brought him in and used him as a consultant, as a....but what I'm saying is not criticism. But Felix, you'd have to control him because he'd like to talk about all his writings and stuff and....

Green: He's an interesting man.

Templeton: I never did have...does he know that we've been talking?

Green: Yes sir.

Templeton: What'd he say?

Green: Oh he, he asked me about it on Tuesday.

Templeton: Did he?

Green: Yes he did. I said it was going great. So, when you had a position that you needed to fill you just went with people you've worked with before?

Templeton: Not necessarily. Lou Rodriguez, I'd never seen him before. Quiarate, never seen him before. Adams, Almaraz. No, I never wanted to bring my old crowd around me. Jimmy Hale was a young comer. You know? And we had breakfast a lot together and he did exactly what I wanted done and the way I wanted it done. And he would weigh on me his thinking about financing the university.

Green: Did Tomas Rivera...

Templeton: Tomas Rivera, he was my prize and joy. I hired him at Southwest Texas. The superintendent of schools of Dickens was with me and he needed a Spanish teacher.

So I told him, I said, "We'll hire Tomas as your Spanish teacher. And I'll put Spanish in my junior college and he can come over there and teach the junior college classes."

Well Tomas really went for that. And he came down there and he and I just got to be great friends. So I gave him more courses at the junior college, so I put him in graduate school at the University of Houston and made him get his master's degree in languages. And then I put him in the junior college as a full time professor in Spanish. And I don't know what else he was teaching.

So then he came in and said, "I want to get a doctorate degree."

And I said, "You need to." But I said, "You are not going to get one of those damn degrees in cultural nothing. You are going to get it in your world, your world of languages."

He went to University of Oklahoma and got it. And then I brought him back to Sam Houston as a full professor, ... not a full, but as an associate professor. And he did a super job for me. Then I brought him to UTSA. And he was a dreamer. He was a great guy, but he was a dreamer. And that name I was trying to think of while ago was Dewey Davis. Now if you can ever find him, he knows...you'll get more information from him than you can believe. Look at the Department...of course

he was there for a long time, look at the department of education. It might be in the phone book. It might be some where around Hondo or Fredericksburg.

But back to Tomas. Tomas called me one day and said they wanted to bring him up to administration. And I said, "Tomas, I'll never say this word to you." Said, "You're going to become the token Mexican." And it hurt him deeply.

So not long after that...and he said, "Well you were right."

And I said, "Well I'm going to bring you to UTEP. And I'm going to train you to fill my job."

And I put him in severe hard "A.B.T." training. That's when I got the reputation of being hard on everybody and being harder on myself. But I made him executive vice president. And of course that didn't make the "academic heads" happy. But he was an academic scholar. He was published and written a book of poems.

So one day, the telephone rang and this guy goes, "Is this Dr. Templeton?"

"Yes."

"This is (so and so), chairman of the board of the University of California System."

And I said, "Yeah?"

He said, "Do you have a Dr. Tomas Rivera there?"

I said, "You know that he's here or you wouldn't be calling."

"Oh well, yes, yes. Can you tell me something about him?"

I said, "Well I've known him all of his academic life. He's being trained to fill my job. I'll be retiring in two years."

"Oh, he's ready to do it?"

I said, "Yep." I said, "I'm a good president. A good trainer. And he's my kind of university head. You know he's not as strong on money as I am but none of the rest of them are." And I said, "You know this really bothers me. It tells me that you've got a search committee."

“Oh, yes.”

“So you’ve got a woman on the list. You’ve got a Mexican on the list now. And I’m sure you’ve got a black on the list. And that bothers me for a guy like Tomas, as great as he is. He’s got real principles. To throw him in to one of those affirmative action things and to have him finish second would hurt him here in this job.” And I said, “You should not do that to him.”

And he said, “Well you talk pretty hard for a college president.”

I said, “No. I told you the truth.” I said, “You guys, you chairman of the board. aren’t used to hearing the truth. You don’t like that.” And I said, “That’s the way it is.”

He got the job. He came in one day, just green. He said, “Boss what am I going to do?”

I said, “Call and quit.” I said, “You don’t know what you’re going to do, you’ve got no business going out there. You’re going to get in trouble.”

“You gotta help me.”

So I gave him some pointers, simple one-liners. I said, “Take the money and put it in your lower right hand drawer. Whoever wants it has got to come get it.”

The other statement was about the faculty. Don’t have a bunch of meetings. Faculty going to get to keep you in meetings and it’ll kill you. And I told him those things. So he goes out to his first faculty meeting and quotes me. Calls that night and says, “Boss I told them just like it was.”

I said, “You didn’t tell them you got it from me?”

He said, “Yes, I did.”

I said, “You did?”

Anyway, he died right quick. But it was...Rudy Gomez was...what was he? He was a Stanford Scholar at UTEP and he was over in one of the departments over there. Anyhow I called him one day

and I said, "Rudy, I did a search, a committee search on Graduate Deans and you've been recommended. And I'm going to appoint you."

He went, "Who all was on the committee?"

I said, "Me." I said, "I'm the only one on the committee." Then I said, "Do you want it or not?"

He said, "I want it."

So I called the worst two enemies I had on the campus. They were bad in Sociology. Always had trouble with Sociology and Philosophy. But anyhow I said to them, "I have a search committee." and I said, "We've appointed Rudy Gomez and I want to advise you and get your approval."

"Well you have my approval."

I got both their approvals. Rudy, he couldn't believe it.

So then when Tomas came over here, they called him and wanted him to come over. And I said "You're going to become the token Mexican in San Antonio, Texas."

He called me in about three months and said, "I can't believe it. But you were exactly right."

So he left there and got a presidency, a university presidency up there in New Mexico. And I ran into him and his wife at a place I was eating lunch one day. And we had the best time. I loved him. I had so many people like that.

Green: That sounds like it. Is there anybody else you want to tell me about?

Templeton: But UTEP, I mean, UTSA, I've forgotten a lot...I had a staff of five people that did this thing. I didn't have big things. We worked day and night and weekends and what ever.

Green: Sounds like y'all worked very hard. UTSA was planned to be one of the first bi-lingual universities. We have bi-cultural studies now. From your point of view do you feel like UTSA achieved that at all?

Templeton: I got to be honest with you.

Green: Yes. Please.

Templeton: All I heard here, “What are you going to do about bi-cultural education?” It wasn’t bi-cultural, what was it? Bi...it was something. Anyhow, they were talking about a public school teacher. And one day on television I heard a Mrs. Gonzales who was bi-lingual. I heard her teaching a sixth grade math class. And I’d never seen anything like it. She taught to work the problem in English until she watched the faces, they weren’t getting it so she went back and spoke in Spanish I said, “There’s bi-lingual education right there.”

My Job Corps in El Paso is all Hispanic. I put this program in there just like Mrs. Gonzales and hired the most beautiful, wonderful woman. She came in even though you could not believe how it worked. But to get the heat off of me I said we were going to have bi-lingual education. Never planned to have any bi-lingual education. You can...you don’t need all these names. You need to get the kids speaking another language. In El Paso we took kids without any English and a year later they graduated with a skill, computers and the whole bit, and speaking pretty English.

Green: What do you believe were the most important programs that you tried to institute?

Templeton: Wait, back to bi-cultural.

Green: Sure.

Templeton: Southwest Texas has a big program in bi-cultural studies. There are no jobs for bi-cultural degrees out in the United States of America. With technology, teaching, medicine ... these kinds of things have jobs. There’s just nothing out there for bi-cultural studies. I see no point in wasting time...now then you are talking about thirty-five hundred dollars a semester, that’s seven thousand dollars a year. And if a kid wastes a year of his life on seven thousand dollars, the university is at fault. That’s my opinion of it.

Green: What do you feel were the most important programs that you tried to institute?

Templeton: That program in Criminology at Sam Houston. I saw Sam Houston affected, because the teacher education was going down. I saw it going down. And I knew Sam Houston was in the country.

The University of Houston was right up here, Harris County Junior College moved into Montgomery County Conroe. I saw Sam Houston enrollment - that not going. I had that twenty-five thousand dollar check on my desk and I made that program go. And it's most of Sam Houston's enrollment now. I'd say a third of it's in criminology.

Green: What about the programs that you wanted to implement at UTSA?

Templeton: Well...

Green: What was the most important program to you?

Templeton: Well we had so many things that we were messing with. I don't remember all of them. But these were programs that went out the window. At the time we were doing things different. See I did so many different things at Alvin. I told you about Alvin. We were thirty minutes from the Space Center. ... Did I ever tell you about writing the geography book?

Green: I don't think so, tell me about it.

Templeton: I hired pretty teachers in the fourth grade. Because the boys they just adored pretty teachers. So I hired them pretty teachers. I got one from Duke University and one day she said, "Have you ever read a 4th grade geography book?"

And I said, "No." So she gave me one. I took it home and it said, "Wooden shoes and wind mills in Holland."

She said, "You got the picture. Have you ever been to Holland?"

I said, "No. I was in the Navy. We didn't go to Holland." And I said, "But, you got a point."

She said, "What I want to do is get some help."

So I called June Higher at the University of Houston and she got two people and they came down and we started space geography. We had all the other stuff. We had a space...these kids just went crazy. And we'd go over and get the stuff on the flights they were going to have and put it on the wall. And how it was going to do it, going into the atmosphere and atmospheric studies and it was just something

else. So then I bought a printing press and hired a printer. And we printed a geography book. They went back and took the old geography, and moved it in. And it was really, absolutely...and the kids just loved that period, that geography period. And these are the kind of things that I like to do.

I told you about introducing another language - French. I told you that there was a poor Mexican settlement in Alvin and Alvin had a sign in just recent years, "nigger don't let the sun go down on you in Alvin." That's just stuff that went along before I got there. And so, when I put this French in, those Hispanic families went crazy over there. I had the best friend that ran a Mexican restaurant. So Nilo called me said, "You've got a problem. You've got to have a community meeting." So I went over and that room was full of them. And I said, "Listen carefully. If you don't understand what I'm saying raise your hand and Nilo will translate it for you." I said, "Your kids ...I'm doing this for your kids. Your kid is going to graduate from Alvin High School with three languages French, Spanish and English. The Anglo-Saxon white kids are going to graduate with English and Spanish."

Green: Like the hot three.

Templeton: That's right. I said you're going to get your three. With them I got to be a super thing, with them I got to be a star out there. When I asked the school board they gave me one hundred percent of their votes.

(STOPPED TAPE. END TAPE 2 SIDE 1)

Tape 2 of 2 Side B

Green: You left UTSA and went to UT El Paso. Why did that happen?

Templeton: To get out of San Antonio. One sentence.

Green: And I've read the articles about what was going on at UT El Paso at the time.

Templeton: UT El Paso had been taken over by the Justice Department. There were 39 armed guards with guns on the corners of the center. Justice Department had two secret agents there. I went in on the 29th day of December 1972. About the second or third of January, I called the chancellor and told him

to get those 39 guards off the campus. And I called up the Justice Department and told them to leave. I'd gone around to the school. You see the Justice Department told the board they had a horrible situation, a "volatile situation", that was the word. "You get a strong president in here or it's going to blow up on you."

So I said, "I'm the strong president and it's not going to blow up. And I want you off the campus, you gotta get out of here." So they left. And that was that.

I had these students that filled a room full, leather jackets and beards and all. And they muttered. So I told them, "I can't understand muttering. I don't understand Spanish. I don't understand muttering." So they had two speakers, they were real radical. I finally decided that I can't be with the group so I called the two in and I said, "I'm going to relate to you and nobody but you. If you bring anybody else in you're through. I'm going to do all the things that you say need to be done." And you won't believe what I did.

One day I was coming home from the airport, and I stopped by the Holiday Inn to have a drink at the bar before I went home. There was a guy sitting there and he said, "How you doing?" I said, "Well I'm doing alright." Then I said, "I'm worrying about my Hispanic kids. I don't have any Hispanic kids in school in a town that is fifty percent Hispanic."

And he said, "Let me tell you something. Bowie High School teachers...way over on Montana street is a bar. Go on Friday afternoon and have a beer and you'll finally meet teachers." And he said, "You go over and sit down and you'll find them."

I went over there, Kassie and there was one chair in the middle of the room. I sat and ordered two pitchers of beer. And they picked up and went right on talking. So finally one lady says, "You don't work at Bowie." I said, "no."

Somebody said, "Who are you?"

I said, "Well you wouldn't believe me. I'm the president of the university."

It got so quiet in there it sounds like a pin rolling. They told me what was wrong at the university. The faculty hated the Mexicans. I went to find out if that was true. I called those kids in and I found out it was exactly true. And I tore into the faculty, I tore into the chairman, I tore into all of them.

“This is going to stop here. I want to start making cases on you, if you don’t do something about it.”

So, then I set up a study skills program. I had a tall blonde lady who was too good for the university. So she couldn’t get tenure. So I called her in and I said, “Nancy, I want to go over what I want to do.”

She says, “I’ll do it.”

So we got a table to put in the library, created a great big room in the library because there was no student center. And put a “History 156” sign on the desk, and hired Junior and Senior kids. Paid them minimum wage to sit at that table and ask kids problems. And you won’t believe what we did. Our Hispanic dropouts just went away. It was unbelievable what we did with it.

We built it up it and it became nationally famous. Nancy is now chairperson of the English Department at UT Arlington. She’s written five textbooks, all best sellers. All over the United States. They came out of the program. And when I left there, the Hispanic enrollment had gone up. The principal at Bowie High School, one of my chief advisors, he was a real smart guy, and he’d come and talk to me. We’d have a drink together and sit and talk. He’d tell me these things going on up there.

Green: So basically the major problem was that you needed to replace the faculty that wouldn’t work with the Hispanic students? Is that what you’re saying. They basically wouldn’t....

Templeton: I didn’t say that, I said I put the heat on them.

Green: Oh, put the heat on them. Okay. Got it. Were you approached to go to UT El Paso? Or did you...

Templeton: I had no idea. I was the only one to go. I had to just sit and wait to go. So I got a call.

“Come over to Austin, board of committee meeting at 10 o’clock.”

I said, “I’ve got committee meetings. I can’t come. I’ll be there at one o’clock.”

“Okay”

So I went there at one o’clock. I got off the elevator on the third floor and there was Frank Erwin waiting for me. Took me in a room and said “I want you to do this for me.”

I said, “Let’s shake hands that you are going to support me. You’re never going to turn on me. You’re going to give me everything I want.” He said “I’m not going to give you a bunch of junk you know that.”

We shook hands on it. I never asked for a pay raise. I should have, but I didn’t.

He gave me a credit card and he said “You and Maxie use it for whatever you want to use it for.”

And I said, “Okay.”

I went into the meeting and told them that my mother was in a nursing home in Huntsville. I could drive over Friday and come back Sunday night.

And so Frank says, “You and your wife can fly first class from El Paso to Houston and rent a car to get to Huntsville until your mother is gone.”

So everything worked out ... I was just drawn to this stuff.

Frank asked, “When can you go?” I said, “I don’t want a big announcement. I just want to get out of town. I’ll just leave.”

So I got Jimmy Hale and we flew to Portland. I was worried about the library collection. We got there at seven o’clock in the morning; around the back I found some of my books in boxes to be shipped, but not to us. So I went in and I asked the lady to speak to the manager.

She said, “Well he’s not here.”

I said, “Well I’m going to file a suit on him. And the law’s going to get him.”

So he got there in his house shoes. I went around and I got all this stuff together and I got the books shipped. So then I went to El Paso. And I had, Kassie, I had eighteen months of hell. And those first two boys, I stayed with them. Helped one of them get into law school at Michigan State, he's a lawyer in El Paso. The other one got in trouble in Phoenix, Arizona and called me. I got him out of there and got him a job at Job Corps in Phoenix. And that's just my life. That's what I think college presidents do, build relationships...even with my worst enemy. I helped them out.

Green: Yes sir.

Templeton: But that was a rough world. The richest man in town was Fred Hervy He owned the Circle K Corporation and T.V. stations, banks and he'd tangled with faculty committees for two years at UTEP.

And I'd been there about six months and he called. "This is Fred Hervy" he said, "You have really done a job at that school. I want to take my hat off to you. You've done in six months what I've failed to do in two years." And he said, "You've got my support."

When I left he raised a hundred thousand dollars for an A.B. Templeton, an Arleigh B. Templeton Distinguished Professorship. That was El Paso. They appreciated me. You wouldn't believe. You saw a copy of that Arleigh B. Templeton night, didn't you?

Green: Yes sir.

Templeton: That was that town.

Green: Yes sir. I was very surprised that someone didn't conduct more oral histories with you. I read one that was done while you were at UT El Paso.

Templeton: I did one on Tomas Rivera, wasn't it?

Green: I don't believe that...no, that wasn't the one that I saw.

Templeton: How'd you get that?

Green: I got it from UTEP.

Templeton: You did?

Green: Yes, yes. When I was doing my research and I talked to them, to the archives up there, to see what kind of information they had.

Templeton: Well what's the difference between it and this one?

Green: What's the difference?

Templeton: yeah

Green: I think that this one's asking a lot more details about things you have done.

Templeton: Well you don't know who was doing that at El Paso. You don't know who was doing it?

Green: I have it in my research.

Templeton: See I can tell you in a minute why it was...

Green: You said, "You were ready to get out of San Antonio." How did you feel about leaving the University of Texas at San Antonio before what you planned was finished?

Templeton: My life...I learned early in life that you can't go back. If you're not looking ahead you're in trouble. When I was young, I took a plane to El Paso, put down in El Paso stopped at the Holiday Inn to spend the night and that was the end of UTSA. And I never came back. I've never been back out there. You can't go back and recant what's wrong. I didn't.

Green: Right, right. Why, did you...obviously you came back to San Antonio, why did you come back?

Templeton: I had a big center, Job Corps center in San Marcos. I've got beautiful offices in San Marcos, a whole block. I could go back and forth and do some work and work at Job Corps. Plus I had a contract down there for about a hundred million dollars, five-year contract.

I built a pension plan. I wrote it myself, for my employees. Contributed six and a half percent of every paycheck to the pension fund. I managed the pension fund and built it up. So I lost that center two years ago and I had a lot of little people that couldn't have ever gotten a job anywhere. We took

them and trained them. Working with drop out kids. It was kind of a drop out person with drop out kids. But the guy might have had carpentry skills, he might have had some teaching skills and we fit them in. We fit them in. It was amazing what he did. I didn't go over when we gave them their retirement checks but almost every one of them had tears in their eyes and said, "Thank Dr. T."

Some of them had checks for \$125,000...

Mrs. Maxie Templeton: Came to say good-bye.

Green: Hi.

Templeton: Poor little people, you know. They came and told me that and made a tear come to my eye.

Green: Awwww.

Templeton: I still have the El Paso pension fund.

Green: What do you see for UTSA's future? Looking at it today and looking at what it was planned to be?

Templeton: I think..no I don't want to get into that Kassie. They got a president now - that's his job. I know what I would have done. I wouldn't have tourism management and I wouldn't have a lot of these courses that don't relate to the lives that kids are going to have live when they graduate. And I would do everything I could to try and solve this poverty situation. San Antonio is a much poorer town now because the jobs are all gone. And the rich don't understand. The Board of Regents...there's no way in the world. They've never been poor. They don't understand about being poor. I've been poor. I came up in the Depression, we didn't have a dime. I didn't have a quarter. I was poor for over a third of my life. I understand poverty. And I've worked hard to keep from being poor again. And I enjoy living in a home like this. You know because I made it.

Green: You worked hard for it.

Templeton: I worked hard for it. I mean I did so many things for so many people. Like that Lyndon Johnson. I'd just come and go at the White House like I owned it, that year I was the Southern Schools President. I've been to his luncheons and all those kind of things. I knew everybody in the White House. Governor Connally's staff all went up to work with Lyndon and I'd work with him and his office. I had a little black cab driver in Washington and I'd say, "Let's go to the White House." They said, "Well I can't...."

(Mrs. Templeton speaking in background.)

TAPE PAUSED

Templeton: We need to quit spending the things that we're spending for that's not contributing to quality education to students, period. And in my opinion, there is a big tremendous waste of money. We need to quit funding worthless research, real research should be done, but there's so much worthless effort going on now. Money for higher education is not a popular thing now. The Legislature ... they all have money now. When I was working there they didn't have any money. This man ... in the end I want to give you...the end you'll ask me one or two people we couldn't have done without. And I want to talk about Bill Heatly.

But I think you can't do a faculty study. You're just going to get paper. It blew their minds when I recommended more money for faculty. That was what the Texas Observer...they couldn't see that I'd be doing that. My salary schedule at Alvin Junior College was higher than most universities.

Green: I believe that's real important. You get what you pay for.

Templeton: The Junior College presidents made twice much as the Senior College presidents did then.

Green: Do you have any words of wisdom you'd like to add for students today? Students of higher education.

Templeton: I'm a strong believer that kids should not take a bunch of loans out. They become a millstone around their neck when they graduate. I ran a...in El Paso I ran an employment service and I had kids registered and people would call and want the kids and we'd send them to them. And eighty-three percent of my kids at UTEP had jobs. I had probably the lowest student loan usage of any university in the state. I had the lowest administrative costs of any university.

And if a kid ... they need to get their education done in four years. You take my little great niece graduated from A&M and in her junior year they called her in and said, "Would you like to change over to the five year program?" It would lessen her hours and keep her there longer. The world of reality, somehow in my opinion, is escaping this generation. Now the poor kids, it does. They are struggling like I did. They want better things and it takes the higher education way to get there. It really does. And the Junior Colleges should be taking up a lot of the things the universities are trying to do.

Green: I went to San Antonio College, before I went to UTSA.

Templeton: You did?

Green: I really enjoyed it.

Templeton: And I guarantee there were some good teachers.

Green: Yes, absolutely. That's where I decided what my major was going to be, because of a professor.

Templeton: Let me tell you a story right quick. A little girl, a lady who's a clerk at a grocery store I traded at over on Austin Highway, saw me one day and said, "Somebody told me you knew something about education."

I said, "A little bit."

"I have a daughter that's a straight A student and she wants to go to school. And she wants somebody to talk to."

The daughter was working in the summer with City Public Service and clerking at H.E.B. down on Austin Highway. So I went down and met with her during her off period at the grocery store. And she talks to me and I couldn't believe this kid.

I said, "Give me your transcript."

So she got me a transcript. And here this kid was, she's a senior. She had three languages. She had straight A's in every math course, every science course, chemistry, physics and computers. She had A's from one end to the other. She was a programmer. A high school senior.

Well I said, "Kid, I'll put you through school."

And I called Charles...he was the financial vice president at UT Austin. I said, "Charlie, you owe me."

He said, "I owe you a bunch." I had him at Sam Houston. I brought him here to UTSA. And then he went to UT Austin.

I said, "I got a little girl who is going to make you. People are going to hate her because she's pretty, she's smart, she knows and can fix computers, she's a programmer."

I sent her up there and he said, "Well you really sent me a great one."

I said, "Not for Vice President, not for a dean, not for the department chair. I want her in your office seeing the people that's coming in to the fiscal vice presidents office... to meet people."

He called me about..well first place she called me the second semester and she says, "I can't take this any longer."

And I said, "What is it?"

"I have a bio professor that is running me crazy." She said, "He comes in and he looks up at the ceiling and he talks crazy stuff. And sometimes he stayed only fifteen to twenty minutes before he'd leave. And we just sit there - class over. And then he'd come in and gives you a hard biology exam. And I failed the exam. The first time in my life I have ever failed anything."

So I had Charlie, Charles Franklin...I had him call the department chairperson and report this story. And asked him to put this kid with a good biology professor and let her take this test over. So then she made an A on it. And she wiped the F off. Well she went on to graduate in the five-year program there. She made his office. The old women did turn on her. But one of them had a problem with a computer program and she went and fixed it. First thing you know she was running all that stuff. And she didn't spend a dime as all her education was paid for.

The five year...what do you call it..it's an accounting degree. Five-year bachelor of accounting something. They come out and they get the C.P.A. when they finish it. She went to work at \$45,000 a year. Just one of the thrills of my life.

At Roosevelt High School now, that Roosevelt High School is rated with the Texas Education Agency as one of the worst schools in the state. I had another little girl at Roosevelt that I helped. I got her a job at USAA. And she was so good in the summer that they wouldn't let her go to school. They prefer to teach her at their own school.

Green: That really does show what you can do, that so many people give up on students because they're in a bad situation.

Templeton: Yeah, that's what happens. These professors run them off. I had a bad History professor. I had him in my office every semester. He's the worst in the world and I never did get...getting rid of him was hard.

Green: I'm sure.

Templeton: I bothered him enough to get rid of him but he never did quit. (laughing)

Green: Well, that is all the questions that I have. Is there anything else you'd like to talk about?

Templeton: Well let's get down to UTSA. Representative William S. Heatly, chairman of the House Appropriations Committee was the strongest person in the House. Frank Erwin and I had Lieutenant Governor Ben Barnes, so there was no problem in the Senate. I had sent to Bill Moore and others.

There was no problem there. But Heatly pushed the UT San Antonio bill through for Lombardino, Frank Lombardino.

And he used to laugh and tell me, he said, "I gave San Antonio a university and it can't be financed." He said, "It's against the law to finance it."

The legislators always hated San Antonio. That's the way it was until I came along. And so I've got to give him the credit. And you know it's a funny one now. One day he called me and he said, "I really need to go home to Paducah?" Way out in West Texas. And he said, "Do you think that the university can send me over there?"

So I called Frank Erwin and said, "I got you and Heatly together."

So we flew him. So we flew Heatly home for a weekend and Erwin and Heatly got to be friends. But I got to give him a lot of credit.

And Don Walker, Don was an executive vice chancellor for finance and he handled all the paperwork that I didn't like to fool with. And he handled the System [UT System] you know, wire working through this System is a difficult process. And the [Coordinating] Board's not much involved with the System now, but it was then. And you had to know what you were doing and who you were doing it with. But I got to give Don credit.

And of course Frank Erwin you can't give him enough credit. The medical school, the nursing school, the university, UT Austin, the System, UT El Paso. UT El Paso, before I went out there, the system had given them five million dollars in twenty-five years. I got fifty-one million dollars my first four years. And re-did that whole campus, re-did the structure and the whole bit. And that's the kind of person he was. So I must give him a lot of credit.

And there was a guy, Frank Grayden. He was in the System, finance area and he was one that could tell you how to do little things that nobody else knew about. And I was the only one who knew about him. The rest of the President's didn't know about him.

He was last...he says, "Damn, you come down here and get all the information out of my office and go use it."

I said, "That's why you give it to me. You like me and I like you. That's why you give it to me."

Well anyhow, he did a lot of things for me. And over in part of the System that handled the lands and building acquisition, this kind of things, there were some people over there that helped me, but I can't remember their names now. But these...and Ben Barnes, Lieutenant Governor, shepherded the Senate for me, he and Erwin handled that. And I couldn't give them enough credit. They deserve it a lot.

Green: Is Don Walker the same one that had the Walker ranch? They built a park over off of West Avenue called..

Templeton: No.

Green: That's not the same one?

Templeton: No, Don Walker comes from East Texas.

Green: Okay.

Templeton: He was from Sam Houston. The comptroller was from Sam Houston and in the System. The President of UT Austin went to Sam Houston. I was Sam Houston. Another one in UT Austin ... well Charles Franklin was from Sam Houston. There was six or seven Sam Houston people tops, anywhere they could put them. That's the way it was.

Green: Anything else you want to say?

Templeton: What?

Green: Anything else you'd like to add?

Templeton: I had a great life and Newt Greshman started me. That Board really loved us. They loved Maxie. Maxie was loved by the wives; they'd cause a lot of problems because every board meeting they'd wait for her to get there. To take her and go. And it was a wonderful thing. It bothers

me when a cute one...said to Bill Moore, he was just my greatest friend. And he was walking down the hall in the Capital one day behind three college presidents. They were talking about Arleigh B.

And one of them said, "He's going to El Paso. He's going to get his comeuppance now. I guarantee that's the end of him."

Bill Moore turned and went up to the Senate Finance Committee.

Walked in and they said, "Senator Moore, we are glad to have you. Sit down and meet with us."

He said, "I just have one request. I want Dr. Arleigh Templeton to get every dime that he requests from the head of the appropriations request this year."

And Senator...the guy from Pasadena, Chet Brooks said, "And just what's going to happen if Dr. Arleigh doesn't get everything he wants?"

And I've got to tell you, Moore says, "The G-D bill will never pass on the Senate floor." And he walked out of the room. So I didn't know all that.

Here comes a final appropriations bill and my little assistant went in and said he was just green. He said, "My God boss, what are we going to do with this money?" He said, "We got everything we asked for. You put stuff in there that we don't know what we ..."

I said, "We going to spend it on this university. I know how to do it."

We got everything...the only state agency got everything they asked for. I never will forget that. And then I got another cutie I put ... you know when you register you take in a lot of money. And that day you're supposed to get that money to the State Comptroller.

One day my Vice President for Finance in El Paso came up and said, "Dr. T." He said, "We've got a quarter of a million dollars we took in today. And we got to do something with it."

So I called Fred Hervy's bank and I said, "I want a quarter of a million dollar ten-day c d [certificate of deposit]."

And he said, "Well I ..."

I said, "Dammit I want it and I want it to start right this minute."

"You want to come in to the bank?"

I said, "No, just make a note. And when you do it, start it today."

So I got the ten day's interest. I started an account. I recorded and started an account with interest. The next day I put money in it. Well I did that every year.

First thing you know one day Hal came up there and said he says, "Dr. T do you know how much money we got in there now?"

I said, "No."

He said, "We got about seven hundred and fifty thousand dollars." He said, "It was ten percent then."

You know that's seventy five thousand dollars a year.

And I said, "We can start spending it then."

He said, "Yeah, you can."

So then Bob Bullock comes in the state, the Comptroller and so, Joy Riley my secretary came in and said, "There's a mean man on the phone who wants to talk to you. His name is Bullock."

So, he and I were good friends. We used to buy a lot of booze for him and Erwin. And he says, "Did you know that you've been stealing money from the state of Texas?"

"Stealing it! Stealing it!" I said, "Bob you know better than that." I said, "You haven't been drinking this early in the morning?"

He said, "No."

I said, "You know damn well I haven't." I said, "Everything I've done I made records of. Every dime we've taken we've sent to the state of Texas." And I said, "The interest that I've made, I'm investing in kids. Scholarships and things like that."

And he said, "I knew that." He said, "How many people know that you're doing it?"

I said, "I'm smart enough not to let anybody know it."

"You let anybody know and that's the end of you." And he said, "I'm going to study it fifteen days."

And I guess we didn't make any money, because look at the way Romo's growing. I had..I made a lot of money out of that thing. But then when he moved up to Lieutenant Governor I stopped...well I was gone by then. And I told Hal to stop it. I said, "Don't do it anymore cause it's going to kill you." We did so many things like that.

I left seven and a half million dollars cash money at UTEP. When I went there they were a million dollars in the red. I had to make up a million dollars from January the first to August thirty-first. Which I did.

That's the thing that I liked. I didn't like it when I knew where it was going or if things were running smoothly. I liked to rebuild.

Green: More of a challenge.

Templeton: That's right. Well I don't know the word challenge. It's a job to me. (laughs) But life has been real good to me. I'm a little disappointed in what I see in higher education today. But there's nothing I can do about it.

Green: Yes sir.

Templeton: I've enjoyed visiting with you and it was...what was the funny thing I did...what in the world was that...You know when I went to El Paso, it was after the Sunbowl and it couldn't be financed. So I figured out a way to finance it. This guy stopped me one day and said "You know you're losing a lot of money on your athletic travel."

The team was going to Hawaii and all these places.

He said, "Your coaches.."

In other words when the university buys ten tickets you get a free ticket. And of course they were taking those tickets and using them for themselves. He said, "If you'll give Continental [airlines] the business we'll give that ticket back to the university."

Let me tell you Kassie, it was a bunch of money.

Green: I'm sure.

Templeton: And of course, I had some more enemies. But these kind of things...so then I got to know everybody on Continental. My wife and I would get on the airplane and they'd bring champagne and stuff. They knew us. And I'd bring burritos for them. I was known as the "burrito man." They had a guy at the airport who made burritos for me. I'd take a sack of burritos and the crew would always wait. "Here comes the burrito man."

The executive vice president for Continental would come to El Paso and have lunch with me every year. So I'd take my mother's dog, Chiquita along. So one day he brought me a pass, a first class, life time pass for Chiquita Templeton. First class, riding in first class on the plane! Every body got to know Chiquita on the plane. Of course she was a good little dog. She had a little sack. She'd sit in the sack until the plane would take off. She'd get in Maxie's lap and sit there for stewardess to come by and pet her.

Erwin he couldn't understand, he couldn't get stuff on the airplane and I could get anything I wanted. I said, "Erwin, you deal with high power crowd and I deal with the lower crowd."

I had the football team in my pocket.

Green: That's the difference.

Templeton: I'd do things for them.

Green: Well great. Thank you so much.

Templeton: Thank you Kass. I hope it's not...who's this go to now?

End Tape

END OF INTERVIEW 2

END OF INTERVIEW