

Oral Memoirs

of

David Walters

An Interview
Conducted by
Clinton M. Thompson
May 19, 2017

Development of the Tulsa Medical College:
An Oral History Project

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Interview History

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The Development of the Tulsa Medical College Project was conducted by the Schusterman Library at the University of Oklahoma-Tulsa from January 2016 to June 2018. The project focused on the development of the Tulsa Medical College, which later became the OU-TU School of Community Medicine. The project consisted of 28 interviews with former and current employees of the University of Oklahoma-Tulsa.

David Walters worked on the University of Oklahoma Campus in Norman and later served as an Associate Provost at the Health Sciences Center.

Clinton M. Thompson was the first Director of the Tulsa Medical College Library and went on to become the Director of the Robert M. Bird Health Sciences Library at the University of Oklahoma Health Sciences Center.

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David Walters
Oral History Memoir
Interview Number 1

Interviewed by Clinton M. Thompson
May 19, 2017
Oklahoma City, Oklahoma

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THOMPSON: This is May 19, 2017. Would you like to introduce yourself?

WALTERS: I'm David Walters, and I've had some history with the University of Oklahoma and have served in a variety of different capacities in the state.

THOMPSON: Would you like to talk a little bit about your education?

WALTERS: I was educated in western Oklahoma. Went to the University of Oklahoma in engineering. Graduated from engineering school and, ironically, went to work for the University of Oklahoma right out of college. And worked in administration and finance for Dr. Gene Nordby, who was vice president of administration and finance. And after two or three years of that I then went to, took a leave really from the University and went to Harvard Business School and got an MBA, and then came back to the University of Oklahoma Health Sciences Center in Oklahoma City and stayed there for about five years, I think. And so, had a great time serving as, I think I started as assistant provost and then was associate provost, whatever difference that makes, at the Medical College campus, and as a result of that had some responsibilities for the Tulsa Medical College campus. And then went into private business, was in real estate development in a couple of different capacities. And in 1986, ran for governor, was nominated by the Democratic Party, but didn't win. Henry Bellmon was elected in that race. And so, I went back to business. And not expecting to run again, I ran again in 1990 and was elected and served a four-year term. After that term I've come back to business, which I am continuing to do. So, I've got a company called Walters Power International. We do work all over the world and have a great time.

THOMPSON: Let's go back to your history with the Health Sciences Center. What are your earliest recollections about the Tulsa Medical College out of the provost's office?

WALTERS: Yeah, it was sort of the stepchild in many respects. So, we had this big, accomplished medical center in Oklahoma City with, at that time, seven medical, or seven colleges in the health professions. And yet we had this entity in Tulsa that I know Dr. Thurman was very supportive of, very involved in, constantly working with the hospitals and the academicians involved, but it was really scattered out in lease space and there was always lots of facilities problems, and it was hard to, it was kind of hard to take that campus seriously because of their lack of facilities.

THOMPSON: Do you remember any of the people in Tulsa that strike you—

WALTERS: Just you. (laughter) Leeland. Leeland Alexander, of course, has been kind of the long-term guy there that—from an administrative stand point because we dealt mostly, I dealt mostly at administrative level, some at the faculty level, but there were, I guess I'm not sure when Dr. Block came on board, but he was always an active faculty member while I was there, and went on to be an academic leader. But primarily Leeland was the chap that I, that we interfaced with a lot and that we dealt with significantly. And then the various provosts or the—they called them associate provosts at the time, I'm not sure which of the folks which were always designated—Tomsovic and those folks.

THOMPSON: I'll ask you about one individual, I'm not sure that you came while he was still up there, but we won't have a chance to interview him, and that was Dr. Fitzpatrick. Do you remember him at all? Have any comments about him?

WALTERS: Yeah, no, I just have a vague memory of him. I remember him being involved, but I don't have enough to be able to comment.

THOMPSON: Okay. Now, things that you were involved with that had to do with Tulsa Medical College. We've heard from several people, Dr. Halverstadt, Dr. Thurman, Leeland, about your involvement maybe toward a permanent home for the college once it finally moved to the 41st Street and Sheridan area. Do you remember any of that or—?

WALTERS: I remember a lot of it. I was very much in an operational role, and so we were quite involved in that activity. And also from a budgeting standpoint, but Gary Smith, of course, was responsible largely for the money; so, he and Leeland would step aside and try to figure out how everything was going to get paid for. And I was in the provost's office with the title of associate provost, so Gary and I very much worked together in regards to budgeting, which he was principally responsible for and facilities, which I was principally responsible for. So, it had a crying need for a facility and a campus and some opportunity, but the Chancellor of Higher Education had kind of taken a franchise look at the state and had decided that the osteopaths had Tulsa and that the allopaths would have Oklahoma City, and it was really divided along those

lines, and so we were—they tolerated the Tulsa Medical College campus being there because of residencies and understanding that there had to be some element there, really more in support of the hospitals, but they were really not the state system at that time, under that leadership was not very enthusiastic about having a full-fledged Tulsa Medical College campus there.

THOMPSON: That actual move though to 41st Street from the old Lewis building though, was that first attempt to consolidate even though there might not have been wishes for it to have been as permanent as that made it?

WALTERS: I think that that's the option that I most clearly remember. I think Leeland and us had looked at other options, had talked about other options, what we could do, what a new building would cost, how that—and it was clearly out of the question for us to build a new building. And so, when poor old Billy James Hargis got himself in a little trouble and the, as a result of that the American Christian College campus met its demise, and that facility became vacant, it ceded, I guess, to the Baptist Convention as their job to dispose of it or to sell it, and so they went through that process and we became very much interested in that project. Leeland had brought it to our attention and we were a little sensitive for a couple of reasons. We didn't want them to know that it was the University of Oklahoma looking at this because we figured that would raise the price. And the other thing is knowing the sensitivities of the higher education system, we were not excited about divulging that on this end either, so we wanted to be quiet as we explored the opportunity. I remember the first time we went for a tour it was really kind of a church facility and I had told Leeland, I think, or told everybody that was going to go on the tour, it was basically me and Gary Smith and Leeland and I think maybe some operational, maybe Lapolla was with us at that time. But we took this tour and I said we want to appear to be a church, so, you know, just act like you're members of a church—don't deceive anybody, but don't carry on about the University of Oklahoma. And, of course, Leeland pulls up to that first tour and he's got a state car with a big OU symbol on the side of it, so our cover was blown pretty much from the very beginning. But we did, I do remember Gary Smith and I paying a lot of attention to the baptismal font in order to create the impression that we were primarily interested as a church, but our little charade quickly dissipated as we became more interested and Reverend Tom Elliff with, who I guess was the president of the Baptist Convention at the time, was the person that we began meeting with and negotiating with to purchase the facility and ultimately got that done.

THOMPSON: From other interviews that we've conducted, I know that you became very involved in the financial side of that, have been given a lot of credit for your abilities to put all that together. Do you want to mention any of that or—?

WALTERS: Yes, I'd be happy to. Of course, I don't want to take any steam off Gary Smith. Any time you got into Gary's territory of financing, he would get really sensitive, so, but he loved

new ink pens, and so if you'd buy him a new ink pen you could just about do anything you wanted, but I jest. But it was, once we decided that this would be really an ideal home for the Tulsa Medical College, it would consolidate our facilities, get us out of a lease process, get us into a lower rent arena even with the bigger, newer space. We, then we had the problem of financing it. So, we went to a series of Oklahoma City banks and talked about the—borrowing the purchase amount through essentially a commercial bond, borrowing the purchase amount and enough to renovate the facilities so that we could conduct our operations there. And that was set up fairly quickly, but we believe, I don't know that I've got confirmation of this, but I believe that the state chancellor's office, the chancellor at the time, E.T. Dunlap, who was not excited at all about this and this had become more and more public, and I think he talked the banks into not funding it in Oklahoma City. And so we had, as Dr. Halverstadt reported, all of the sudden, you know, there was this problem. We didn't have any money to do what we wanted to do. I told him I thought I could maybe put the financing back together and do it with banks who might not be so inclined to drop it and make it more of a community development project in Tulsa. And so, we had a series of bank leaders who were sympathetic to this and they hosted a meeting. To this day I remember how impressive the meeting was because it was a nice lunch at the top of the BOK, or the Bank of Oklahoma building I guess, no the Williams Center, the top of the William Center, and we walk into that room and a lovely lunch and all the bankers had a white envelope on their plate and that envelope contained the amount of commitment they were to make from their bank to pledge on this commercial bond, and they open it up and everybody signed up and then boom the deal was done. And so, and it was a better deal, I think we got a better interest rate, we had a lower rent payment as a result of that, and so that allowed that project to get back on board and be re-financed, or get financed and to get done.

Somewhere in the process of that I almost lost my job because the Chancellor for Higher Education read in the newspaper some quote that because we got interviewed, somehow the financing and the fact there's going to be this campus, of course, was very news worthy in Tulsa. And so somebody at the *Tulsa World* called and I tried to explain the transaction to them. And there's a distinction, or at least at that time there was, that the State Regents don't really control what space universities or colleges rent, but they do control what they own. There's an approval process involved in that. Well, technically we didn't own this; it was owned by a trust and we paid rent on it, although we were going to have beneficial use and ownership of it when it was over with, and so the view was that was a lease and as a result the State Chancellor didn't have the right to say no. And I tried to say that as politically politely as I could, but I'm afraid it came off as saying that E.T. Dunlap couldn't do anything about it. Well, that irritated the long time chancellor. He called President Banowsky at OU and chewed poor President Banowsky out early—early in the morning, and so he immediately jumped in the car with his assistant Gerald Turner, drove to Oklahoma City with the intention of firing me over this project, and Gerald Turner fortunately talked him out of it by the time he got to Oklahoma City, but I still had to deal with a somewhat irritated president of the University at the time, who did make me write a letter

of apology to E.T. Dunlap. So it was, I narrowly missed the sword of Damocles, as they'd say, over that project. But it went on and became a great success. And the end of that loop, I was mentioning earlier, the end of that was after I was elected in 1990 as Governor of the State of Oklahoma, we managed to put together the first capital bond issue in twenty-five years for higher education, about \$300 million. And Leeland Alexander and the rest of the team at Tulsa Medical College made sure that we had money in there to pay off that, those bonds and a little bit of other money as well, but to pay that off so it all worked out in the end. The money was borrowed, paid off in good standing, and the Tulsa Medical College went on to grow and prosper and ultimately move, but—.

THOMPSON: Were there other projects that you remember that stand out in your mind that you were involved with while you were there during those five years?

WALTERS: Yeah, I think that's the dominant project. There was a lot of medical programs. Dr. Thurman and later Dr. Halverstadt were very eager to grow that campus and to grow the programs and to get through all the accreditation issues, and I just know it was always an exciting, entrepreneurial, new place and we were involved in a host of issues, but I think primarily the facility is my, my main memory.

THOMPSON: Do you have any comments about, let's go with Dr. Thurman first. Do you have comments about Dr. Thurman that you would like to make?

WALTERS: Just an amazing man. I was so fortunate to come to the University of Oklahoma Health Sciences Center and have him as the provost. And at that time, you know, he was located in an old house on—off of Lincoln Boulevard. The campus was literally coming out of the ground. The only building out there was Dentistry and the library was being built, being finished, and so it was, again, a very exciting time and we created some innovative—I didn't intend to become famous for innovative financings, but we managed to float a special obligation revenue bond issue that built the parking structures on campus because one of the problems we had was no parking whatsoever and not enough surface to accommodate it, so we had to build structures up. And we set up a system where we pre-sold memberships for parking to the various institutions that would benefit, and that was enough to float a bond issue, and so it started a parking system revenue bond issue system, just like the steam and chilled water system, and that really helped bolster that campus. So, we were always involved in those kind of things and ultimately we got to leave our little old house and its surroundings, but it was close quarters and I was privileged to work with Bill Thurman throughout that process—a very visionary guy.

I remember he left me stranded though one time in Washington, D.C. We set up a meeting with a congressional delegation. And he could be, he had a tendency to be a little late or occasionally to cancel a meeting. And so I flew up there that evening before. I had friends in Congressman

Synar's office at the time, and I think Bill Bullard was there. And Bill Bullard and I went out, we were all college buddies, and we went out and really drank too much, to be honest with you, and so I felt terrible the next morning. Bill Thurman was going to fly in and lead the congressional delegation luncheon. We were going to have all the congressmen there and he was going to make a full presentation on the campus. And I don't know what happened, but I got a call about 9:00 or 10:00 a.m. that said he was not going to make it, stuck somewhere, couldn't get out, missed a flight, whatever, and I very quickly had to get over the evening's festivities and get down there and speak on his behalf to all the congressmen. You know, and if I was thirty I'd be surprised—I was just barely thirty. And so it was, he both intentionally and unintentionally gave me some real opportunities to grow, but I enjoyed him a lot.

THOMPSON: Dr. Halverstadt is another individual who was involved during your time at the Health Sciences Center. Comments about him?

WALTERS: Well, a magnificent physician surgeon who had such a distinguished career. And you could tell he was intrigued by this when they asked him to serve as interim provost after Don Halverstadt moved on, I mean after Bill Thurman went to the Oklahoma Medical Research Foundation, and so, Don insisted on continuing to do his surgery and his practice, but doing the associate provost, or the provost job—acting provost job. And again, you know, it was a great place about working either in Tulsa Medical College or the Health Sciences Center was you were constantly surrounded with bright people, you know, just and really accomplished people and capable people, and Don was no exception. He was visionary; he was hard working, worked day and night. I had no idea when he slept. And at least on one occasion he had me come over because there was some important contracts I had to get signed and there was really just two of us often times in the office. Gary Smith was off in the old school building that we used for administration, but so, I had to take contracts over to have him execute because I had a deadline. Well, he was in surgery, and so I'm standing in the doctors' lounge waiting on him and the surgery was going on longer than anticipated and so he came in and threw a set of greens at me and said, "Suit up. You've got to come in here. You've got to bring it in here." So, of course, he didn't need to have me go in there, but he was going to just give me a hard time. So, he comes back in in a few minutes, well I'm trying to pull the set of scrubs over a three-piece suit. He said, "No, you idiot, take off your clothes and put this thing on." And so, anyway, I spent two or three hours in surgery with him, and they put a stool there and had me look in over the top, you know, and it was, he was, I think he might have been trying to make me ill. I'm not sure, but he was testing the limits, but later he signed the contract. I didn't have to go back to surgery again.

THOMPSON: Now, another individual that I will assume that you interacted with in those days because of the hospitals, also had some involvement, I think, with Tulsa Medical College was Mr. Rader.

WALTERS: Yeah, yeah.

THOMPSON: Any comments about your interactions with him, either in Oklahoma City or Tulsa?

WALTERS: Yeah, just legendary administrator for social services in Oklahoma, Department of Human Services, Welfare Department, whatever it was called during this period of time. Lloyd had arranged for sales tax money to be earmarked to the Department of Human Services, so as our economy grew more rapidly than those budgets would normally grow, he had more money than you could say grace over, and the legislature, he had tremendous sway with the legislature, they couldn't take that money away, no one was going to un-earmark those dollars. So, what they kept doing was just adding more agencies to his portfolio. And the result was that Lloyd Rader was running about half the state government before it was over with. Had his own construction division and this division and that division, and was just an extraordinarily powerful person and had enormous financial resources. And so, for a brief moment in time, Gary Smith and I worked part-time for the University and part-time for Lloyd Rader because during that hospital, when Lloyd was getting ready to buy up these hospitals and take over the hospital complex, he was always trying to hire us, but by reputation we knew [it was] better to stay at the University of Oklahoma, but we wanted to be involved and so we worked out an arrangement where we split our time and helped him put together a plan for the purchase and consolidation of those hospitals and to bring them on board because they were all struggling and they didn't [have] the resources and he did and had the capacity, and so it was a wonderful salvation for a series of struggling hospitals at that time and it was a great boost for the University of Oklahoma because he had a great affinity for the educational aspects. And he and Dr. Thurman got along famously, as did Dr. Halverstadt. And so it was not without its problems, but Lloyd—

I had built, we built a big parking garage with the bond issue I was talking about, and so we had no facility for students, and so we built essentially a student union at the end of that, just to the west of what's now the biomedical sciences building. And so we built this big, beautiful building. Well, Lloyd was always rearranging hospitals, and he wanted to get the faculty offices out of there so he'd have more space. So, after I got finished with the student union building, what we'd built as a student union building, he called one day and had a long—one of his long, famous calls where he had twenty people all on the line. And the funny thing about that was at the time, Representative Cleta Deatherage was on him hard about this earmarked money and she was going to try to un-earmark it, and so she was always kind of on the attack of him. She was one of his biggest opponents in the legislature. I knew Cleta, we went to college together. So, I took a call one day from Lloyd Rader, and I could tell I was in trouble because it had, I could hear there was—so he'd say, "David, I've got this problem and we're out of space. And you've built a big old thing over there that's for like ice cream shops." He kept, he was a pretty good marketer, so he called it by its most derisive name, and so he was making the pitch that they

needed to take that building over. And I was thinking, boy, I can't wait to get off this phone and call Cleta, my college friend and see if she can help me keep my building that I just built. And so, his style would be to say, "Isn't that right, Bill?" You'd hear some anonymous voice say, "That's right, Mr. Rader." And, "We're out of space. Isn't that right, Joe?" "That's right, Mr. Rader." And he said, "And the legislature's all for this. Isn't that right, Cleta?" And Cleta goes, "Yes, Mr. Rader." So, I thought oh my, I've just lost my building. And so, sure enough he had the legislature transfer the building ownership to DHS. And we were, he knew that Gary Smith and I were pretty irritated about this because we were already in the building at some level. So, he sent over big, brand new semi-trucks and moved us out. They stacked all of our stuff out in the parking lot someplace until we could find a place to put it. So, we were his best friend and his opponent at different times, but he made an enormous contribution to the state.

The other guy I worked with was Dr. Clayton Rich, who was so sophisticated that we knew we had a problem getting acclimated in Oklahoma. So, we started, and he was single, so we started having an annual barbeque for the legislature at his home at Lake Aluma. And he would always be wanting to dress up for this, and we'd say no. So, we went out and bought him a pair of boots and a cowboy belt and a hat., He refused the hat, but we got it all set up and really broke the ice with the legislature for him because—but I remember, to this day I think of him as "Claybob" because we, you know, Clayton's not a particularly common name in Oklahoma, so we had Claybob put on the back of his belt, and I don't know that he ever knew it was there, but he was, again, a marvelously educated, great, great scholar; and did, again, a fine job at the University. So, I was privileged during my five years there to work with three different excellent provosts, all of which were very supportive of the Tulsa Medical College campus.

THOMPSON: Were there any people in Tulsa in the community that you remember interacting with over the Tulsa Medical College?

WALTERS: Yeah, Leonard Eaton, certainly. Who was the foundation chap? Bill, Bill Bell, of course, was always a great resource. C.S. Lewis, Budge Lewis' father. I remember Dr. Lewis and Bill Bell, I think, Leonard Eton, I think, must have come in the circle somewhere via the banks, but those were all key players. I looked in my files for years for this and I couldn't find it because I found myself running for the United States Senate against Jim Inhofe. Well, Jim Inhofe was mayor at that time while I was at Tulsa Medical College campus, and they thought I had done a good job and so they had a very nice going away party for me when I went on to do something else. And so, I remember Jim Inhofe, Mayor Inhofe coming to that party and reading a very nice proclamation and giving me a proclamation setting out what a hale and hardy guy I was and what a wonderful job I'd done, and for the life of me I could not find that proclamation because I was going to, as politicians do you say terrible things about each other in campaigns, and I kept wanting to hold that up and say, "Well, you liked me one time, you know." And, but I

know Jim Inhofe was supportive of everything that went on at that campus at that time as well. So, the city administration, all them did a great job.

Pause in recording.

WALTERS: And the years are fuzzy, so I'm sitting there trying to remember the year, so I was at the Health Sciences Center from '77 to probably about '82 or '83, somewhere in there, and so this must have all gone on in the early, late seventies, early eighties.

THOMPSON: That's correct. The actual bill that established Tulsa was in 1972.

WALTERS: Okay.

THOMPSON: And then in 1976 they had had students, but that was their first real class that they brought to Tulsa. And that then started the two-year program. And then, of course, the residencies, the Tulsa—you may or may not remember the Tulsa Medical Education Foundation—

WALTER: Yeah.

THOMPSON: —was operating the residency programs, and then those all folded into the University as time progressed along.

WALTERS: So, what year did we buy the building?

THOMPSON: Bought the building in—

PETERSON: '81 probably.

THOMPSON: Yeah, '81 or '82. Yes.

WALTERS: Sounds about right. Because I went into private business after that and it was—not because E.T. Dunlap tried to fire me, but—. Bill Banowsky worked hard to keep me, he really hated to lose me because he was spoked about this rapid turnover of provosts that we'd had. I'd had three in five years.

THOMPSON: Until Dr. Rich, you're absolutely correct. That was, I mean, they switched pretty quick during that period of time. I was going to ask you, because I know you have experience on the main campus, any comments that you would make about the presidents of the University of

Oklahoma and maybe their involvement with the Tulsa Medical College because you would be one individual that would have had that connect back to the Norman campus.

WALTERS: Yeah, you know, this was back in, oh, well, are you?

PETERSON: Yeah.

WALTERS: Okay. This was, you know, that stretch of time, that five years was back in a period of time where the medical campus in Oklahoma City was barely acknowledged. I mean, it wasn't really part of the—we were constantly going to battle for our fair share of various things, including OU football tickets. You know, everybody else got allocations and our campus got very few, so that was probably the toughest thing to negotiate. But I think after a while, I remember Bill Banowsky saying, "I've got to pay more attention to the campus." And we were finishing the new library building in Oklahoma City, and so I was, the provost was going to be in a very nice office and a conference room next door. And Banowsky toured the building and he said, "Well, I want that office." And so, I had to re-shuffle the administrative offices and fix him an office, but unfortunately it was, it was a beautiful—the library building, beautiful building, and it had a high wall on it with a kind of an atrium top, but you didn't have a view out, and that bugged Banowsky to no end. So, he—I actually, he made me change order, put a change order in to cut a concrete wall that was about that thick, it was an exterior wall, cut that wall down so he'd have a window. I'd hate to estimate how much that thing cost. But anyway, he, we began getting more attention from the president during Banowsky's term. Prior to that we had Paul Sharp and Piedmont Kyle McCarter during my earlier years at OU, and not a lot of, you know, they wouldn't have a medical professional lead this campus up there and it was, there was a subcommittee of the Regents, and, you know, it was just always left to them to deal with. But we, I think, we elevated its visibility, I know certainly because at one point I managed to exceed the bonded indebtedness of the main campus, so the Medical Center in Oklahoma City had more funding, had more, had incurred more bonded indebtedness for all the work we were doing with the steam and chilled water plant and this parking system and all the rest of that. So, they thought they'd better start paying attention since they had some tax and spend crazy man up there spending a lot of money, so—. But it was, it was really a highlight of, one of the many highlights of my life was working at the University of Oklahoma in those various capacities, just a fantastic community of people, and you're always doing something good and you're always doing it with smart people, and that makes a big difference. And particularly the Tulsa Medical College it was like a whole new world, you know, Tulsa we joke is its own little country, the nation-state of Tulsa we call it, and so it was fantastic to have an opportunity to get to know that community better and then to do something of great service that has blossomed into the phenomenal campus and college that it is now.

THOMPSON: Anything else you would like to say or that you've thought of that I have not given you the opportunity to mention?

WALTERS: No. I think that's—

THOMPSON: I think it's interesting—.

WALTERS: —unless you can think of anything else.

THOMPSON: No, I can't, but I was going to make a comment because I think it's very interesting. The leadership that has come out of that campus, the leadership that was there in Dr. Thurman, Dr. Halverstadt, Clayton Rich, but the young leadership that went on to do fantastic things like yourself, become governor of the state, and then for Gary Smith to end up in the Higher Regents' office as the vice chancellor of finance, so, you know, I think it's very interesting. And the same thing has happened in Tulsa. You've already mentioned Dr. Block. Another one that went on to do fantastic things outside the state was Dr. Duffy.

WALTERS: Yeah, that's right.

THOMPSON: You know, so it's very interesting that that point in time inside the University and inside the Health Sciences Center there was some really bright individuals who went on to do a lot of great things.

WALTERS: Well, we often marvel at the class when I went to OU, my classmates were Mike Synar, who had a distinguished career in Congress; and Dave McCurdy, who did the same thing, ran for the US Senate, didn't quite make that; Cleta Deatherage was down there. So, it was—it must have been something in the water. But actually that was a period of great activism, and so it made people pay attention to public service and public policy and I think a lot of people became devoted to that, or at least passionate enough about it to go try to do something.

THOMPSON: Well, we appreciate your time.

WALTERS: Thank you.

THOMPSON: I know you're very busy—

WALTERS: Flattered you asked.

THOMPSON: Oh, no, no. You had a piece that is very important to the history of the College, and so, we appreciate you letting us interview you.

WALTERS: All right. Great.

End of interview.