

TEXAS TECH UNIVERSITY

LUBBOCK, TEXAS

MINUTES OF BOARD OF REGENTS MEETINGS

1988 - 1989

VOLUME I

MINUTES OF
BOARD OF REGENTS SPECIAL MEETING
September 2, 1988

TEXAS TECH UNIVERSITY

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Minutes

Board of Regents
Special Meeting
September 2, 1988

M1. The Board of Regents of Texas Tech University met in special session at the Hyatt Regency DFW in the Horizon Room on Friday, September 2, 1988, at 10:45 a.m. The following Regents were present: Mr. Wendell Mayes, Jr., Chairman, Mr. Wesley W. Masters, Vice Chairman, Mr. J. Fred Bucy, Mr. Jerry Ford, Mr. Rex Fuller, Mr. J. L. Gulley, Jr., Mr. Carey Hobbs, Mr. Larry D. Johnson, and Dr. Wm. Gordon McGee. Others present were: Dr. Lauro F. Cavazos, President, Mr. Clyde J. Morganti, Executive Assistant to the President, Office of the President; Dr. Donald R. Haragan, Vice President, Office of Academic Affairs and Research; Dr. Eugene E. Payne, Vice President, Office of Finance and Administration; Mr. Pat Campbell, General Counsel, Office of General Counsel; Mr. Fred J. Wehmeyer, Associate Vice President for Physical Plant and Support Services; Mr. Bob Bray, Director, Office of Planning; Mr. Joe Sanders, Director, Office of University News and Publications; and Mrs. Freda Pierce, Secretary of the Board.

Also present were Mr. William Funk, Partner and Manager, Heidrick and Struggles, Inc., Dallas; Mr. Pat Graves, Lubbock Avalanche-Journal; and Ms. Arcie Chapa, KCBD-TV.

M2. Chairman Mayes called the meeting to order. Mr. Ford reported for the Finance and Administration Committee. Upon motion made by Dr. McGee, seconded by Mr. Ford, the following was approved: RESOLVED, that the Board of Regents directs the Administration to investigate further the installation of underground power transmission lines from the cogeneration facility the length of the Texas Tech University property; the Administration is further directed to work with Lubbock Power and Light Company to develop a method of funding the \$3,144,184 required to purchase the lines. A lengthy discussion preceded the motion.

M3. Mr. Masters reported for the Committee of the Whole. Upon motion made by Mr. Ford, seconded by Mr. Gulley, the following was unanimously approved: RESOLVED, that the Board of Regents approves the organizational structure recommendations in the attached report of the Study Group on Administrative Structure; BE IT FURTHER RESOLVED, that the President is instructed to complete the administrative process necessary to implement these changes as promptly as possible; Attachment No. M1.

M4. There was a discussion on long range plans and objectives. It was the general consensus that the Board wants to be involved in the long range planning on a continuing basis. No action was taken; continuation of the discussion was deferred.

M5. Mr. Mayes then read the following statement: "The Board of Regents of Texas Tech University now having been duly convened in open session, and statutory notice of this meeting having been duly given to the Secretary of State, I, as Chairman of the Board of Regents, hereby publicly announce Executive Sessions of the Board to be held in compliance with Article 6252-17 Texas Civil Statutes, and these Executive Sessions are specifically authorized by Section 2 - Paragraphs E, F, and G, of the Statute."

M6. The Board reconvened in open session at 2:58 p.m. Mr. Mayes announced that this would probably be the last meeting Dr. Cavazos will attend as President, that he is likely to be installed as Secretary of Education and would be moving to Washington soon. He expressed personally and for the Board appreciation for what Dr. Cavazos has done for our alma mater, and that he carries with him the best wishes of each member. Dr. Cavazos responded by stating his appreciation for having worked with the Board, and expressed his gratitude to his co-workers and the faculty, and for the many things the University has done for him.

M7. Mr. Mayes asked if there was a motion concerning the naming of a President for the Interim. Upon motion made by Mr. Gulley, seconded by Mr. Masters, the following was unanimously approved: RESOLVED, that the Board of Regents appoints Dr. Elizabeth G. Haley to serve as President for the Interim, and her appointment is fully contingent upon receiving the resignation of Dr. Lauro F. Cavazos. She is to serve from the effective date of the resignation of Dr. Cavazos until a new President has been employed, and her position as President for the Interim is at the pleasure of the Board.

M8. There being no further business, the meeting adjourned.

(Mrs.) Freda Pierce, Secretary

FP:ad

Attachments (September 2, 1988)

M1. Administrative Structure; Item M3.

I, Freda Pierce, the duly appointed and qualified Secretary of the Board of Regents, hereby certify that the above and foregoing is a true and correct copy of the Minutes of Texas Tech University Board of Regents meeting on September 2, 1988.

(Mrs.) Freda Pierce, Secretary

SEAL

September 2, 1988

REPORT TO THE BOARD OF REGENTS

FROM THE STUDY GROUP ON ADMINISTRATIVE STRUCTURE

1. In order to determine the proper structure for Texas Tech University and Texas Tech University Health Sciences Center it was first necessary for the Study Group to discuss what the goals of these institutions should be. The Study group assumed that the primary goal of these two institutions must be to provide the best possible education to its students while striving to be a premier university by conducting appropriate research and community service. These institutions must provide an environment so the education acquired by our students will be second to none and Texas Tech will be a top quality research university. Texas Tech University and Texas Tech University Health Sciences Center must be in the first tier of universities and health sciences centers.
2. The goal must be to build superior educational institutions. To achieve this goal we must insure that our academic affairs are managed in a manner to create a superb educational environment for our students while conducting appropriate research and community service; we must see that sufficient funds are available to make this possible; and we must have excellent leaders managing the University and the Health Sciences Center.
3. We must increase our non-appropriated funding so that we become less dependent upon funds from the legislature for our future growth and achievements. Also, we need non-appropriated funds to aid us in obtaining increased funding from the state legislature which is appropriated through formula funding. Money will not solve all our problems. We could have all the money we might ask for and yet be a second rate institution if we do not do certain other things. However, we must have increased funding above the current projections. These new funds must come from both the legislature and from sources external to the legislature.

4. To increase the funding received from the legislature we must increase the size of our Graduate Programs. Our Graduate Programs are too small in an absolute sense and too small in relation to the size of the total University and Health Sciences Center. To increase the size of our Graduate Programs we must have more professors and more graduate students. To get more graduate students and professors we must have the necessary funds. The money must come from non-appropriated sources as a result of our Development and Research efforts. These funds can be raised from many sources; e.g. individuals, corporations, National Science Foundation, federal agencies, and private foundations.

5. It is the Study Group's opinion that to achieve increased funding from the legislature and sources external to the legislature while strengthening the internal operations of our institutions, a restructuring of our organization and administration is necessary.

6. The Study Group believes that the need for increased funding is critical. The Chief Executive Officer must be able to devote sufficient energies to see that the development of additional resources is successful. Similarly, the problems of the internal management of our institutions are of such magnitude that we need executives with full authority and responsibility managing the internal affairs of these two institutions -- the Health Sciences Center and the University.

7. To meet the challenges of our future requires some revision to the structure of our institutions. The Study Group recommends:

- A. That the Chief Executive Officer be the President.
The President will be responsible for the executive management of the University and the Health Sciences Center and shall be directly accountable to the Board of Regents for the conduct of the University and Health Sciences Center.

- B. That the President appoint an Executive Vice President and Provost as the Chief Operating Officer and Chief Academic Officer of the University and an Executive Vice President and Provost as the Chief Operating Officer and Chief Academic Officer of the Health Sciences Center. The two Executive Vice Presidents and Provosts should manage the normal, day-to-day operating and academic matters of the two institutions. The appointment of the Executive Vice Presidents and Provosts and the assignment of internal management responsibilities to them will allow the President to devote sufficient energies to the external affairs and development efforts of the two institutions.
- C. That the Texas Tech University Deans, Vice President of Fiscal Affairs (who should have the complete financial responsibility for the University), and Vice President for Student Affairs report to the Executive Vice President and Provost of Texas Tech University. The current function and title of Vice President of Finance and Administration should be eliminated and the position of Vice President of Academic Affairs and Research should be eliminated.
- D. That at an appropriate time the position of Vice President of Research be created within the Texas Tech University structure. This Vice President should report to the Executive Vice President and Provost of the University.
- E. That, except for the change of the title of the Executive Vice President of the Health Sciences Center to Executive Vice President and Provost, no changes are recommended inside the Health Sciences Center.

F. That the Personnel function for the University and Health Sciences Center be a part of the responsibilities of the respective Executive Vice Presidents and Provosts.

G. That the Executive Vice Presidents and Provosts interface directly through the President with the Board of Regents and with the Coordinating Board and legislature.

8. The Study Group feels that to maintain efficient operation of the two institutions certain positions and functions should be centralized and report to the President; however the President and the Executive Vice Presidents and Provosts should have the responsibility and authority to resolve the degree of centralization and allocation of resources. The Study Group recommends the following positions and functions be among those which are centralized and report to the President:

- A. Vice President, Office of Development.
- B. Vice President, Legal Affairs. (This is a new officer recommendation.)
- C. Vice President, Office of Governmental Relations. (This is a new officer recommendation.)
- D. Director of Planning.
- E. Director of University and Health Sciences Center News and Publications.
- F. Athletic Director.
- G. Director of a small budgeting and coordination office.
- H. Audits. (This office should also report to the Board of Regents.)

9. These are service functions. They are solely for the support of the two academic institutions -- the Health Sciences Center and the University.

10. The Study Group recommends that the President's office and all the service functions relating to the academic units that report to that office be funded by the two institutions whom they serve. The majority of the Study Group strongly recommends that system funding not be requested from the legislature. In order to control the expense of these purely overhead functions, they must be funded out of the budget of the University and the Health Sciences Center. It is the responsibility of the President and the two Executive Vice Presidents and Provosts to resolve funding issues between the various elements of this recommended structure. Policy and funding issues are not to be delegated to the heads of the elemental pieces of the organization. For example, the Vice President of Development is not to negotiate the Development budget with the two Executive Vice Presidents and Provosts. The Vice President of Development is to look to the President to handle this matter.

11. Besides two Executive Vice Presidents and Provosts and the directors of the service functions, the directors of other activities related to the University and the Health Sciences Center should report and be responsible to the President. Examples of these types of activities include the Museum, the Ranching Heritage Center, the Ex-Students Association, and the Red Raider Club.

12. The following question was discussed and debated at length. "Is it advisable at this time to create the new positions of Chancellor, President of Texas Tech University, and President of Texas Tech University Health Sciences Center?"

13. After much debate the majority was in agreement with the following statement of Dean Elizabeth G. Haley:

"In theory, the system model with a Chancellor and two Presidents may be very appropriate for Texas Tech University and Texas Tech University Health Sciences Center. However, lack of state resources forecloses the plan at this time. The Texas legislature and, pursuant to their directive, the Coordinating Board have terminated funding for existing systems which use the Chancellor and President model."

Study Group on Administrative Structure Report

"The restructured institutions should add only minimal costs. Otherwise, the efforts to secure funding for badly needed additional resources to support academic programs will be undermined."

14. The Study Group agrees that the best use of resources is in the support of academic programs. Any restructure must not increase administrative expenses to any significant degree. The administrative costs of the two Texas Tech institutions must remain among the lowest of the major university systems of our state.

15. The majority of the members of the Study Group believe it can be said with confidence that the structure recommended is an organization that will consume the minimum energy of the Deans and Professors in dealing with the resulting bureaucracy. This structure decentralizes control while insuring that we continue to set tight budgets for all pieces of the structure and continue to maintain fiscal responsibility. The new organization will consume the minimum of energy in dealing with the bureaucracy, thereby freeing the time and energy of our academics to focus on teaching, research and community service.

16. We must learn from the past; however, the purpose of this study is to develop a structure for the University and Health Sciences Center that will allow us to achieve our future goals and in fact ensure that we achieve them. No attempt has been made to design an organization to fit personalities. The recommended structure is designed to meet the challenge of our future.

17. These recommendations are not intended to be detailed operating procedures nor detailed completed organization charts. The many details must be resolved by the Administration with the advice and consent of the Board of Regents.