

TEXAS TECH UNIVERSITY

LUBBOCK, TEXAS

MINUTES OF BOARD OF REGENTS MEETINGS

1984 - 1985

VOLUME I

MINUTES OF  
BOARD OF REGENTS MEETING  
October 18, 1985

TEXAS TECH UNIVERSITY  
Lubbock, Texas

Minutes

Board of Regents Special Meeting  
October 18, 1984

M27. The Board of Regents of Texas Tech University met in special session on Thursday, October 18, 1984, at 11:00 a.m. in the Board of Regents Suite on campus. The following Regents were present: Mr. Joe Pevehouse, Chairman, Mr. John E. Birdwell, Mr. Rex Fuller, Dr. Nathan C. Galloway, Mr. Larry D. Johnson, and Mr. Wesley Masters. Regents J. Fred Bucy, Jerry Ford, and Anne W. Sowell were absent. University officials and staff present were: Dr. Lauro F. Cavazos, President; Dr. Eugene E. Payne, Vice President for Finance and Administration; Dr. Robert H. Ewalt, Vice President for Student Affairs; Dr. John R. Bradford, Vice President, Mr. John A. Anderson, Director, Office of Development; Dr. Sam Richards, Vice President for Health Sciences Center; Mr. Pat Campbell, General Counsel, Mrs. Ann Manning, Associate General Counsel, Office of General Counsel; Dr. C. Len Ainsworth, Associate Vice President, Dr. Jerry D. Ramsey, Associate Vice President, Dr. C. Eddie Palmer, Assistant to the Vice President, Office of Academic Affairs and Research; Mr. Mike Sanders, Director for Public Affairs; Mr. Robert L. Bray, Director for Office of Planning; Mrs. Bea Zeeck, Director of University News and Publications; Mr. Fred J. Wehmeyer, Associate Vice President for Physical Plant and Support Services; Mr. Clyde J. Morganti, Executive Assistant to the President, Mrs. Sharon Nelson, Assistant to the President, Office of the President; Dr. Elizabeth G. Haley, Dean, College of Home Economics; Mrs. Anne Davis, Office of the Secretary of the Board.

Others present were: Dr. Evelyn Davis, Assistant Professor, Family Management, Housing, and Consumer Science; Dr. David Leon Higdon, Horn Professor of English; Dr. Jacquelin Collins, Associate Professor of History; Dr. William J. Mayer-Oakes, Professor of Anthropology; and Dr. Roland E. Smith, Associate Professor of Political Science; Mr. Paul Cline, Jr., Lubbock Avalanche-Journal; Ms. Kirsten Kling, University Daily; Mr. Eric Summers, Mr. Jaime Chavez, KLBK-TV; Ms. Barbara Williams, Mr. Curtis Parrish, KAMC-TV; Ms. Christy Murphy, and Mr. Bill Baldwin, KCBD-TV.

M28. Mr. Pevehouse called the meeting to order, and called upon Dr. Ewalt to give the invocation. Mr. Pevehouse 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 of the Board of Regents having been duly given to the Secretary of State, I, as Chairman of the Board of Regents, hereby publicly announce Executive Session of the Board to be held in compliance with Article 6252-17, Texas Civil Statutes, and this Executive session is specifically authorized by Section 2 - Paragraphs E, F, and G, of the Statute." The Board reconvened in open session at 12:05 p.m.

M29. Chairman Pevehouse read the attached letter from Regent J. Fred Bucy explaining his absence and support of the President and the Tenure Policy; Attachment No. M1.

M30. Mr. Birdwell reported for the Academic and Student Affairs Committee and made the following statement: "Mr. Chairman, my report as a member of the Ad Hoc Committee on Tenure Policy is being made in the form of a proposed statement for the Board to consider. This proposed statement has been prepared after a careful review and evaluation of the Committee's work on tenure policy for more than one year. The statement incorporates and summarizes our Committee's views on this matter. I would now like to read the proposed statement for your consideration."

Following conclusion of the statement, upon motion made by Mr. Birdwell, seconded by Mr. Masters, the following was unanimously approved: RESOLVED, that the Board of Regents affirms its confidence in the ability and performance of President Lauro F. Cavazos and notes with appreciation his many contributions to Texas Tech University, and FURTHER RESOLVED, that the attached statement setting forth the Board's reasons for this confidence be spread upon the minutes of this meeting, Attachment No. M2; and BE IT FURTHER RESOLVED, that the attached statement by President Lauro F. Cavazos also be included in the minutes of this meeting, Attachment No. M3.

M31. Chairman Pevehouse read the attached statement relating to a request of the Faculty Senate for a meeting with the President, Attachment No. M4.

M32. Mr. Johnson announced a Regents tour of the Office of Development immediately following the adjournment of the Board meeting.

M33. There being no further business, the meeting adjourned.

(Mrs.) Freda Pierce, Secretary

FP:ad

Attachments (October 18, 1984)

- M1. Letter from J. Fred Bucy; Item M29.
- M2. Statement of Board of Regents regarding Tenure and the President;  
Item M30.
- M3. Statement by Lauro F. Cavazos; Item M30.
- M4. Statement by Chairman Joe Pevehouse; Item M31.

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 October 18, 1984.

(Mrs.) Freda Pierce, Secretary

SEAL

October 18, 1984



Texas Tech University  
Texas Tech University Health Sciences Center

Office of the Board of Regents  
October 12, 1984



Mr. B. J. Pevehouse, Chairman  
Board of Regents  
Texas Tech University  
Adobe Oil and Gas Corporation  
1100 Western United Life Building  
Midland, Texas 79701

Dear Chairman Pevehouse:

A business responsibility long-scheduled will require that I be out of the country on Thursday and unable to participate in the Board's deliberations on that day. Given the special importance of the agenda and my membership on the Board's Ad Hoc Committee on Tenure Policy, I especially regret my absence and respectfully request that you share this letter with the Regents assembled.

President Lauro Cavazos has my full confidence and support. My conviction is absolute that he is guided in fulfilling his responsibilities on behalf of the University by a personal commitment that the best interests of its many constituent parts -- the student body, faculty, administration, and alumni -- and the taxpayers of the State of Texas are harmonized in such manner to insure the continuation of Texas Tech as a center of excellence in higher education.

Our Board action last month in approving the tenure policy followed an extensive, two-year review of a most important issue affecting University life. President Cavazos dedicated considerable attention to the effort of developing a most rational and objective policy. The University, its constituencies, and the community at large will be the joint beneficiaries of this effort.

Again, I regret that I will be unable to be with you in Lubbock on Thursday to join with the Regents in personally expressing appreciation for and confidence in my friend and colleague, and our President, Lauro F. Cavazos.

With best wishes, I am,

Sincerely,

J. Fred Bucy  
Member

JFB/sr

Statement of  
Board of Regents  
Texas Tech University  
October 18, 1984

Board Minutes  
October 18, 1984  
Attachment No. M2  
Item M30

On October 10, 1984, the Faculty Senate of Texas Tech University announced that a majority of the Texas Tech University voting faculty had voted "no confidence" in the president, Dr. Lauro Cavazos.

Because of the nature of that vote, apparently as a result of the Board approval on September 28, 1984 of a revised tenure policy, the Board is presenting its views. Additionally, this statement will serve to correct any misinformation and misunderstanding that may exist.

The new tenure policy culminated over three years of drafting and rewriting, a period in which, there was extensive faculty involvement. Faculty participation throughout the entire period included formal faculty committee action; hearings; letters to the president and Board; Faculty Senate meetings, resolutions and letters; and a variety of informal reports and communications. All suggestions and ideas were considered.

The initial draft for a new policy, prepared by a faculty committee in 1981, ultimately resulted in a proposed policy that was considered by the Academic and Student Affairs Committee of the Board on January 13, 1983. The Committee judged the proposal to be inadequate and asked the Administration to review the policy, especially the cumbersome and involved due process steps. Later, a Board Ad Hoc Committee on Tenure Policy was appointed to expedite the efforts to prepare a suitable policy. Meanwhile, a 10-year projection of tenured faculty and other data requested by the Board raised concerns about the trend of increasing numbers receiving

tenure. Other statistics and considerations brought out by the data also indicated the need for a long-range assessment of the tenure implications at Tech.

As a result of their assessment, the Ad Hoc Committee on Tenure Policy drafted a tenure policy which established limits of a minimum of 45% and a maximum of 60% tenured faculty and provided renewable five-year contracts for faculty with all individuals eligible to be considered for tenure when vacancies arose within the established limit. This policy, on the proposed agenda for the Board's May 11, 1984 meeting, was withdrawn upon the recommendation of the Academic Council after it had assessed faculty opinions and attitudes that revealed opposition, especially to the tenure quota limit and the five-year renewable contracts.

The Ad Hoc Committee on Tenure Policy, in meetings with the Academic Council, three members of the Council's faculty advisory committee, and members of the administration, rewrote the tenure policy. Some faculty desires and ideas were accepted and some were not--but all were considered. Main features of this policy are: a tenure track; protection of academic freedom is reaffirmed; due process and the accompanying rights clarified and restated; annual and five-year evaluations for all faculty are added; and tenure quotas to which the faculty objected were removed. The Board adopted this policy on September 28, 1984.

Immediately after the Board's action, a group of faculty members petitioned the Faculty Senate to conduct a vote of the voting faculty to determine their degree of confidence in the president. The Faculty Senate subsequently announced that a

majority of the voting faculty declared no confidence in the president. Today, the Board has reviewed the entire matter and has reached these conclusions:

- (1) Many incorrect statements were made and faulty conclusions drawn by some individuals who had not read the policy, or did not understand it, or misinterpreted the policy. The misinformation may have contributed to certain expressions of concern about the new policy and statements condemning the action of the Board and the president.
- (2) The University's policy is in accordance with the guidelines published by the Coordinating Board of the State of Texas, and it does not violate laws. It protects the rights and interests of the students, the faculty, and the taxpayers of the State of Texas.
- (3) The Texas Tech University policy was changed considerably from the Board's original desires in a sincere attempt to reduce concerns and protect the rights and security of faculty members.
- (4) The tenure document addresses the long-range welfare of the University and the Board's actions are entirely consistent with the statutory mandate for the governance of the University which the Board alone possesses.
- (5) The policy provides due process, ensures academic freedom, recognizes and preserves the concept of tenure, and includes many of the other standard features of tenure policies in major universities.

- (6) The tenure policy contains some suggestions received from the faculty, but does not include those considered questionable for the best interests of the University.
- (7) The three-year period devoted to developing the new policy was not a hasty action. It was a lengthy time, spent in serious deliberation and thoughtful effort.

Finally, the Board well knows that the president has done an outstanding job including many significant accomplishments as illustrated by some examples:

- a. Dr. Cavazos has shown effective leadership and actively participated in and encouraged development of academic programs of high quality.
- b. Dr. Cavazos has extended and reenforced the communications and bonds between the University and its alumni to produce the largest and most supportive ex-student force in the University's history. He also has established excellent relationships and a stronger base of support for the University in the community, the region, and the State.
- c. Dr. Cavazos has strengthened contacts with other State agencies, the Legislature, the Office of the Governor, and the Coordinating Board, and at the same time served on many advisory and special bodies at State and Federal level, with such activity reflecting favorably on the University and enhancing its reputation throughout the nation.
- d. During the past month the President of the United States,

at a White House ceremony, recognized Dr. Cavazos as an outstanding leader.

- e. Dr. Cavazos has worked hard in obtaining financial support for several major construction projects, being an ardent spokesman for faculty salaries and increased research support, providing funds for classroom and laboratory equipment; acquiring facilities for expanding research activity, and attracting donors for scholarships and endowed chairs for professorships.
- f. At the same time he was providing the leadership for Texas Tech University, Dr. Cavazos was carrying out the duties and heavy responsibilities of president of Texas Tech University Health Sciences Center, a complex, major health education institution that is a legally separate entity from Texas Tech University.

Therefore, the Board of Regents commends the president and reaffirms its highest confidence in his performance of duties and discharge of his responsibilities as the Chief Executive Officer of Texas Tech University.

Statement by  
Lauro F. Cavazos, President  
Texas Tech University  
October 10, 1984

Board Minutes  
October 18, 1984  
Attachment No. M3  
Item M30

The Faculty Senate of Texas Tech University has announced the results of a vote it conducted to assess the degree of faculty confidence in the president. Although the majority expressed a lack of confidence, others retained confidence in the president and I find that reassuring because I feel they understand that many broad and significant issues affect Texas Tech and its future and they have not been distracted by temporary dissatisfactions or differences of opinion precipitated by a single issue.

Universities by nature abound in vigorous debate and professional differences of opinion. That is to be expected, especially when a new philosophy emerges or a change is proposed in customary operations. This debate can be healthy and productive--or destructive if the debaters wish it to be. As any president, I have accepted the fact that not everyone will always agree with the course I set for the University, but likewise I cannot embark on the hopeless and impossible task of trying to please everyone or obtain popularity at any cost. It is my responsibility, which I willingly accept, to consider the facts and recommendations and then make the decisions. I have acted, and will continue to act, in the best interest of the University, its students, and the public. It is inevitable that occasionally some individuals or groups may not be pleased with these decisions. But my responsibility extends beyond individual aspirations and concerns; therefore, my commitment and action will be directed towards the long-term welfare of the institution. The policies and programs I visualize, and that Tech needs, are bigger

and more important than individual or group interests or situations. The common interest transcends that of the individual, and I as the President have the primary responsibility for ensuring that the common interest is considered.

Although I am disappointed by recent divisive expressions and actions, and inaccurate statements by some, and frequent indications that some critics of the tenure policy did not understand its contents, I am still convinced that Tech has been moving in the right direction. We have a solid University that daily is gaining more recognition and respect because of the talent and efforts of many dedicated professionals working cooperatively. I do not intend to indulge in bickering or regrets, but rather to do my utmost to restore confidence in those who lack faith in what we are doing so that we can get on with the important work we have to do for our students and the citizens of this State. We cannot afford the luxury of pernicious disagreement and squabbling that, if not corrected, would only lead to damage for all and benefit for none.

I intend to follow my convictions, to obey the dictates of my conscience, to exert my best efforts in behalf of the University and, above all, to pursue the goal of a greater Texas Tech. I welcome all of those who truly have the University interest at heart to join me in attaining that goal.

STATEMENT OF CHAIRMAN PEVEHOUSE

It has come to the attention of the Board of Regents of Texas Tech University that the faculty Senate of Texas Tech has requested the President meet with the Faculty Senate to discuss means to restore faculty confidence in his presidency.

By law, V.T.C.A., Education Code, Section 109.21 "the Government, control, and direction of the policies of the University are vested in the Board of nine Regents who shall be appointed by the Governor with the advice and consent of the Senate" and Section 109.23 of the Education Code provides "the Board shall provide a Chief Executive Officer, who shall devote his attention to the executive management of the University and who shall be directly accountable to the Board for the conduct of the University. The Board, when required by law to be the governing body of any other state educational institution or facility, shall also direct the Chief Executive Officer to be directly responsible for the executive management of that other institution or facility."

The Board of Regents of Texas Tech University has expressed complete confidence in the President and has recently revised and adopted a new tenure policy. The Board feels there is no issue for the President to discuss with the Faculty Senate, and therefore directs the President not to meet with this group on this matter.