

**TEXAS TECH UNIVERSITY SYSTEM
LUBBOCK, TEXAS**

**MINUTES OF THE BOARD OF REGENTS
OF
TEXAS TECH UNIVERSITY**

SEPTEMBER 1, 2000 THROUGH AUGUST 31, 2001

VOLUME I

TEXAS TECH UNIVERSITY SYSTEM

**MINUTES OF THE BOARD OF REGENTS
OF
TEXAS TECH UNIVERSITY**

WORKSHOP/RETREAT

NOVEMBER 2, 2000

BOARD OF REGENTS
TEXAS TECH UNIVERSITY SYSTEM

Workshop/Retreat

November 2, 2000

SUMMARY OF DISCUSSION

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Mr. J. Robert Brown, Vice Chair
Mrs. Carin M. Barth
Mr. E. R. "Dick" Brooks
Mr. John W. Jones
Dr. Nancy E. Jones
Mr. Brian C. Newby
Mr. J. Michael Weiss
Mr. Alan B. White

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Finance and Administration:

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Academic, Clinical and Student Affairs:

J. Robert Brown, Nancy E. Jones (Chair), Brian C. Newby

**The Texas Tech University System
Board of Regents
Workshop/Retreat**

November 2, 2000

Summary of Discussion

Table of Contents

	<u>Page</u>
Opening of Meeting	1
 I. Introductory Assessments of the System, TTU and TTUHSC.....	 2
System Assessment	2
System Challenges	2
System Successes	2
Additional strategic goals of the System	3
TTU and HSC Assessment	4
TTU Strengths	4
HSC Strengths	4
Board Discussion	
What do you want Tech to be in the future?	5
What do you see as the major opportunities to move Tech forward?	6
 II. The Strategic Planning Process	 7
System Goals	7
HSC Goals	7
TTU Goals	8
Board Discussion	
What is needed to achieve the System, TTU and HSC goals?	8
What partnerships and collaborations are necessary?	9
 III. Strategic Issues	 10
Expansion Beyond Lubbock	10
Graduate School/Research Program	11
Enrollment Management and Size of University	12
College of Business Administration	13

	<u>Page</u>
IV. Where do the System and components go from here?	14
What should be our position in 2010?	14
Discussion	
What about external and legislative relationships?	14
System expansion	14
V. Marketing Texas Tech Issues	15
VI. Role of Regents during Legislative Session	16
Board Discussion	
What is the effective role of regents in achieving positive results for Tech?	16
VII. Board Philosophy and Legacy	17
VIII. The Board and the Strategic Planning Process	18
Closing Remarks	19

TEXAS TECH UNIVERSITY SYSTEM
Lubbock, Texas

Summary of Discussion

Board of Regents Workshop/Retreat
November 2, 2000

The Board of Regents of Texas Tech University System met in an informal open workshop session on Thursday, November 2, 2000, in a meeting room at the Lubbock Club, 14th Floor, 1500 Broadway, Lubbock, Texas, with the chancellor, the deputy chancellors, and the chief financial officer of the Texas Tech University System (the "System"); and the presidents and vice presidents of fiscal affairs of Texas Tech University ("TTU") and Texas Tech University Health Sciences Center ("TTUHSC") to discuss the strategic planning process and related critical issues.

The agenda for the workshop/retreat consisted of brief presentations by administration personnel, followed by interactive group discussion between the administration and members of the Board of Regents. A copy of the complete agenda is attached to these minutes as Attachment No. 1.

Participants included board members James E. Sowell (Chair), Carin M. Barth, E. R. "Dick" Brooks, John W. Jones, Nancy E. Jones, Brian C. Newby and J. Michael Weiss; Mr. John T. Montford, Chancellor; Mr. James L. Crowson, Deputy Chancellor for Administration; Dr. Mike Moses, Deputy Chancellor for Operations; Mr. Jim Brunjes, Chief Financial Officer; Dr. David J. Schmidly, President, TTU; Dr. David R. Smith, President, TTUHSC; Mr. Mike Wilson, Interim Vice President for Fiscal Affairs, TTU; Mr. Elmo Cavin, Vice President for Fiscal Affairs, TTUHSC; Ben Lock, Executive Assistant to the Chancellor; Lucy Lanotte, Executive Secretary to the Board of Regents; and Ms. Corky Hilliard, Facilitator.

Chairman Sowell called the meeting to order at 9:00 a.m. and stated that the purpose of the workshop/retreat was to allow the Board of Regents and the Administration of the Texas Tech University System to carry on informal discussions of strategies and issues relating to the System and its component institutions in an interactive format. Chairman Sowell then introduced Corky Hilliard (see vitae included herewith as Attachment No. 2), who acted as facilitator for the meeting.

I. INTRODUCTORY ASSESSMENTS OF THE SYSTEM, TTU AND TTUHSC

The first discussion topic encompassed assessments of the strengths, opportunities, concerns and areas of needed development of the System, TTU and TTUHSC.

SYSTEM ASSESSMENT

Chancellor Montford spoke briefly concerning the System, noting the following:

System Challenges:

To be certain the appropriate TTU System component adequately responds to the following charges:

- **Position in the Big XII.**
We must strengthen our position in the Big XII. Our survival in the Big XII is essential to Texas Tech, both academically and athletically. We can never take our position in the Big XII for granted.
- **Athletic budget.**
We must increase game attendance and our ability to get people to games; reduce deficit.
- **Slow to integrate information technology.**
This must be improved. We can't have long lines at registration, for example, which happened last year.
- **Increase the faculty.**
The focus must still be on high quality, not quantity, but Texas Tech is still behind the curve.
- **Research.**
We can't always rely on federal and state budget "add-ons" to assist us in the research. Increased faculty will bring more peer-reviewed research to the University.
- **Accreditation Issues.**
We must be proactive and anticipate accreditation issues.

Successes of the two System components should center around the following:

- **New construction.**
We have played catch-up in the last 5 years and have made it work. We are now in a better position to staff the new construction.
- **Improved national rankings.**
We still need to focus on getting where we need to be nationally.

- **Fundraising.**

We've changed the psyche about fundraising in the Texas Tech System. We want the public to know that the monies raised are being used on the students, for scholarships, and for faculty endowments. It is anticipated that the Horizon Campaign could surpass \$600 million and the Campaign could be closed August 31, 2001. Chancellor Montford stated that we could then re-adjust the fundraising thought process and reorganize the development structure to put in place a \$1 billion endowment for the Texas Tech University System. "It would be a great legacy for the board."

- **NCAA Issues.**

Tech has successfully rebounded from past NCAA problems under the leadership of this board. It is also important to note that Tech was the first school to implement the "No-Pass, No-Play" rule and that to date no other school in the Big XII has implemented the rule. (Note: all schools in the Southeast Conference, however, have since implemented a "No-Pass, No-Play" rule.) Although this puts Tech at a competitive disadvantage in play-off situations, it has put Texas Tech second only to Nebraska in the Big XII academically.

Additional strategic goals of the System:

Chancellor Montford stated that the goals of the System set four years ago were perhaps not high enough as they have been easily attained. He proposed the following additional goals:

1. Support the academic integrity of TTU and HSC by limiting diversion of resources from the classroom.
2. Eliminate programs that are not cost-efficient or effective.
3. Eliminate duplication of services between TTU, HSC and the System.
4. Examine non-academic expenditures of money; expenditures should benefit the classroom.

TTU AND HSC ASSESSMENT

President Schmidly and President Smith engaged in a brief dialogue and analysis of the strengths of their institutions.

TTU Strengths:

- Texas Tech is the right size, large enough to be competitive, but small enough to be manageable.
- Dedicated faculty.
- Dedicated core of community and alumni support.
- Political strength in Austin.
- Conservative image with safe, beautiful and friendly campus.
- Growing Honors College. Dramatic growth from 10 to 1,000 students in a decade.
- Big XII Membership.
- Growing and maturing research program.
- Successful capital campaign.
- Ambitious leadership.

HSC:

Before addressing the strengths of HSC, Dr. Smith noted that one of the greatest strengths of Texas Tech is our momentum, but also noted that the greatest challenge for Texas Tech is sustaining that momentum through a growing student body, enrollment, education, research and service. He noted that Texas Tech provides a great deal of service to the community through programs at HSC, as well as the performing arts and other programs at TTU. He also noted the TTU and HSC need to take advantage of the unique interface opportunities which are available:

- Honors College.
The college defines excellence and supports the goals of the board. It could elevate Texas Tech into the "Ivy League" thinking psyche.
- Agriculture and Engineering.
Agri-medicine offers opportunities for potential research. Other areas which offer potential: engineering and virtual surgeries; aging issues and nutrition and business administration.
- Environmental human health.
The Institute for Environmental and Human Health at Reese Center is a good example.
- College of Business Administration.
Both TTU and HSC need to invest in COBA.

HSC Strengths:

Dr. Smith noted the two greatest strengths of HSC:

- Great students. We need to continue to expand this base.
- Strong faculty. We need to capitalize on teamwork to sustain momentum in this area.
- Financial Stability.

BOARD DISCUSSION

Considering the information given by Chancellor Montford and Presidents Schmidly and Smith, what do you want Tech to be in the future?

Summary of discussion:

- Pride should be the base of all we do.
 - Include students, alumni, faculty, dollars, research.
 - Maximize our advantages (i.e., target the rural student base).
 - Find the niche that works and maximize it.
- Provide skills for students to enter workforce.
 - Communication skills.
 - Critical thinking and reasoning.
 - Service leadership orientation.
 - The importance of a strong work ethic.
- Diversity.
 - Provide access with equality.
 - Honors College should reflect the diversity.
 - Diversity in faculty, staff and students.
 - Should be reflective of population.
 - Public/private partnerships should also reflect diversity.
 - Consider the culture of West Texas vs. overall state perception.
- Tech should be recognized as the best education buy in Texas.
- Tech should clearly define its expectations and measure the progress toward those expectations. With regard to strategic planning, we should stay "on message" at all times.
- Tech should have a clear mission with clear lofty goals. The administration should decide on the goals and review with the board once a year.

BOARD DISCUSSION

What do you see as the major opportunities to move Tech forward?

Summary of discussion:

- The culture is in place to work with external partners.
- We should become a flagship university.
- Tech is the institution of West Texas; capitalize on this and think beyond West Texas to include the Southwest.
- Focus on a few "excellences," for example, positive public relations to attract more dollars; and pushing the HSC and COBA alliance.
- Turn our location into a "plus," for example, in the areas of agriculture and a veterinary school.
- Use the name of Texas Tech to mean "high-tech"; make Texas Tech the school of choice for technology.
- College of Business Administration.
- Performing Arts.
- Agri-history and background is an opportunity to turn Texas Tech into a school of excellence in the environment.
- Areas of Excellence. Define; what we choose can focus on national prominence.
- Significant presence in Metroplex presents an opportunity for partnerships to maximize our presence, e.g. partnership with Baylor Medical.
- Political leadership in both the state legislature and Washington.

II. THE STRATEGIC PLANNING PROCESS

The next topic for discussion centered on the strategic planning process and the goals for the System, TTU and HSC.

SYSTEM GOALS

Chancellor Montford opened the discussion with a presentation of the 4 major goals for the System:

To be certain the two component institutions:

1. Become nationally recognized/ranked.
We need to elevate our standing to become one of the 75 top research universities in the country.
2. Are nationally competitive in student opportunities and faculty.
This can be implemented through the capital campaign.
3. Provide the best university environment for student learning.
Partial achievement of this through being the most attractive campus in the country with quality academic and athletic facilities.
4. Are a factor in revitalizing the West Texas economy.
Interface with the Texas and Southwest economies.

The Chancellor noted that much of the planning process is budget driven, that it is the universities' responsibility to leverage funds received into the strategic objectives. The general timing of the process involves six months to formulate the Legislative Appropriations Request.

HSC GOALS

President Smith briefly summarized goals for the Health Sciences Center:

1. Be one of the finest academic health sciences centers in the Southwest.
2. Achieve academic balance with education service and research.
3. Walk the talk ("patient first, student first") and improve diversity.
4. Assure financial stability to move forward.
 - Diversify our portfolio; enhance our standing in financial stability, scholarships, endowments; embrace a business focus for analysis and evaluation of all products.

Dr. Smith noted that the planning process began in June with each school working on their own strategic planning process. It is anticipated to coalesce all plans in the Spring.

TTU GOALS

President Schmidly noted that the strategic planning process for TTU began August 1 and then reviewed TTU's goals:

1. *Access and Participation: Recruitment, Retention, Graduation.*
Diversify faculty, staff, administration, student body.
Compete for best students (undergraduate and graduate).
Improve graduation and retention rates.
Establish enrollment management plan consistent with institutional strategy.
2. *Excellence: National Standards of Performance.*
Goal to be in Top 3 in Texas, Top 5 in Southwest, Top 75 in U.S.
Secure Phi Beta Kappa chapter.
Expand study abroad program.
3. *Engagement: Community Connections.*
Emphasize and expand Texas Tech's role in the community.
4. *Technology: Maximize use of technology in delivery of services.*
5. *Partnerships and Collaborations.*
Example – South Plains College
6. *Invest in People.*
7. *Institutional Advancement: Academic Fund-Raising and Marketing.*

BOARD DISCUSSION

What is needed to achieve the System, TTU and HSC goals?

Summary of Discussion

- Change of attitude: involvement, input, responsibility and accountability.
 - Culture change – expectation of excellence.
- Establish academic priorities.
 - Hard decision; involves resource dedication.
- Link planning with budget and outcome.
- Have the ability to be opportunistic.
- Leadership resources.
- Develop a strong partnership with ex-students.
- Texas Tech institutions as partners in achieving goals.
 - Promote areas of research and information, especially in business, research and industry.
 - Creative approach to build, join with others to the advantage of Tech; recognize what business and industry needs from Tech.
- Talent is necessary.
- Have a time line for comprehensive plan.

BOARD DISCUSSION

What partnerships and collaborations are necessary to achieve the System, TTU and HSC goals?

Summary of Discussion

- A successful partnership or collaboration should:
 - Help meet a specific goal or need (i.e., enrollment, access, excellence).
 - Focus organizational resources.
 - Use resources of the University and other resources to further goals.
 - Demonstrate greater control over environment.
 - Contractually protect both entities.
 - Force institutional growth (e.g., intellectual property; technology).
 - Be a win/win for all parties.
- Areas to explore for potential partnerships and collaborations:
 - South Plains College
 - Gateway Program
 - Developmental Education
 - Course Overload Classes
 - Abilene area: Hardin Simmons and ACU
 - 1 plus 3 programs at community colleges
 - Development of strong partnerships with private sector
 - Food tech and food safety (USDA, TAMU, food industry)
 - Research collaborations with utilities industry companies
 - Interface with NASA and other governmental agencies
 - Take an existing program into a new urban area (e.g., pharmacy school into Dallas)
 - Baylor Medical in Dallas needs association with teaching medical school
 - Collaborate with large businesses (high-tech; auditing firms)
 - Reese Center (research park, other high education)
 - Work for a seamless TTU and HSC
 - Need a big push
 - Must also look at how to facilitate partnership collaborations

The meeting recessed for lunch at 11:30 a.m. and reconvened at 12:45 p.m.

III. STRATEGIC ISSUES

The board and administration discussed the following strategic issues and the results they would like to see in each area.

EXPANSION BEYOND LUBBOCK

El Paso possibilities

- 4-year medical school to include initially residency and basic sciences.
- Politics and Hispanic culture are unique with it being a border town.
- Would counteract University of Texas presence in the lower valley.
- The city (along with Dallas) presents a large market city presence.
- Also presents opportunities for environmental and human health issues.
- Bring a "health sciences center" to El Paso, not just a medical school. Presents opportunities to recruit students for Honors College.

Dallas possibilities

- Develop partnership with Baylor Medical; Lubbock medical students could spend their 3rd and 4th years in Dallas unit.
- Potential endowment possibilities.
- Allows a Tech presence in a large market city.
- TTUHSC School of Pharmacy already present in Dallas.
- We need to present the Tech/Baylor Dallas concept to appropriate legislators.
- Dr. Smith will appoint a transition team to work on the Baylor concept with Regents Sowell and Brooks, and report to the board at the December board meeting.

Other cities to consider

- Midland – expand upon Tech's existing presence.
- Abilene – an accredited residency program.
- Fort Worth – also think about expansion of law school.
- Hill Country/Kerrville.
- Junction.
- Need to capitalize on existing presence with immediate opportunities, e.g., a veterinary school.

Other expansion issues

- Geographic (other institutions?); academic targets; institutes and structures.
- HSC is the most valuable asset for Texas Tech, with a significant MBA/MD program which can be used as a leverage into similar programs with law.

GRADUATE SCHOOL / RESEARCH PROGRAM

Issues to be addressed:

- Declining enrollment
 - Source of graduate students in Graduate School: approximately 35% of the current graduate students are Tech graduates; 27% come from other Texas institutions; the remaining 38% come from other institutions outside of Texas.
- Quality faculty: faculty tenure is not tied to recruiting, retention and graduates of the Graduate Studies program.
- Graduate/undergraduate mix at university
- Diversity: the graduate programs have underperformed.

Solutions:

- Faculty
 - Need to toughen tenure decisions to increase quality of faculty.
 - Increase faculty involvement.
 - Grow the research program to attract faculty and students.
 - Recruit and reward nationally recognized faculty.
 - Become more financially competitive.
- Enrollment
 - Enrollment is affected by the number of faculty members. Each faculty member should attract 5 students to the graduate school.
 - We need to focus on marketing for graduate students within Texas.
 - Increase in faculty will affect increase in enrollment.
- Graduate/Undergraduate Mix
 - Desired split is 80% undergraduate and 20% graduate. Tech is currently at 85% undergraduate and 15% graduate.
 - The 20% goal is achieved through an increase in faculty.
 - What is the usefulness of the 80-20?
 - It involves dollars from the state, which impacts the number of faculty which can be hired. Every undergraduate is taught by a graduate student in some way, so the split also impacts the quality of undergraduate education.
 - The 80-20 mix is also applicable to being a flagship university. A flagship university is typically thought of as an established institution with a scholarly reputation; a Carnegie I institution; an AAU institution; and an institution with a graduate enrollment of 20%.
 - If Tech were at a 20% graduate level, the state dollars generated by the additional graduate students over the current graduate student enrollment could allow hiring an additional 15 to 20 new faculty members.

- Flagship University
 - How can Tech be the best it can be without being a flagship? Who are we trying to emulate?
 - The best non land-grant, non-flagship universities:
 - University of Pittsburgh
 - University of Cincinnati
 - University of Alabama (Birmingham)
 - University of South Florida
 - Texas Tech University

ENROLLMENT MANAGEMENT AND SIZE OF UNIVERSITY

Issue to be addressed:

- What is the best enrollment size for Texas Tech?

Discussion:

- Current enrollment is at 25,300.
- Target enrollment would be 27,000.
- Size of enrollment is an important issue for Tech.
- Is big always better?
- Is it time to slow down an increase in enrollment?
- Excellence is more important than size.
- What happens if Tech decides to stay at 25,000 while other major universities in Texas grow to 50,000?
- Is it time for the Board to revisit the issue of enrollment management? The Board determined certain enrollment management guidelines four years ago. These guidelines need to be enforced by the university.
- The minimum average SAT score for entering freshmen in Fall 2001 has been set at 1100.
- Current average SAT scores for entering freshmen for Texas Tech and other Texas universities:
 - University of Texas: 1200
 - Texas A & M: 1175
 - Texas Tech: 1091
- The Board should appoint a three-person committee to study the enrollment management issue and to make recommendations on entrance requirements and the size of the university.
- Regent Weiss would like the next discussion of this issue to include revenue cost related to enrollment management.
- The issue of enrollment management should be a part of the strategic plan.

COLLEGE OF BUSINESS ADMINISTRATION

Dr. Schmidly noted the primary issues for the College:

- Leadership
- Quality of the program
- The COBA building is also an issue: Do we work within the framework of the current facility or build a new facility?
- Pending accreditation.

Solutions discussed:

- Leadership: a new dean is expected to be named by the end of this year or early next year.
 - This appointment is expected to attract additional monies and faculty.
 - Proposed new dean has a leadership council which could be located in Dallas.
- Quality of program:
 - Some feel that the quality of the program is directly related to the quality of the faculty.
 - \$25 million naming gift is expected by December or January. The donor will match it again if COBA continues to progress.
 - This gift would be the impetus for additional faculty.
 - Reese Center has had a significant impact on COBA opportunities; it will also attract faculty, as the program at Reese Center will allow augmentation of faculty salaries in the private sector.
 - Healthcare management is a potential area for COBA.
 - Capping enrollment at the University of Texas will increase the quality of the student pool.
- Pending accreditation:
 - The accreditation issues are under control.
 - A consultant has been hired to evaluate the accreditation issues.

Regent Sowell suggested that once we have a new dean and the monetary gift, a designated committee should go on a road show to visit other COBA's and return with recommendations for the College.

IV. WHERE DO THE SYSTEM AND COMPONENTS GO FROM HERE?

WHAT SHOULD BE OUR POSITION IN 2010?

Chancellor Montford briefly reviewed his goals and vision for Texas Tech University for the year 2010:

- Tech could be in the top 50 to 75 universities of the country.
- A \$1 billion endowment should be established.
- The campus could be touted for its facilities and capabilities to deliver on all fronts (academically, culturally and athletically).
- Tech would have world class research laboratories.
- There would be four-star hotel and an excellent golf course on campus.
- A College of Fine Arts (Visual and Performing Arts) would be established.
- Tech should never lose sight of a sound fiscal policy. We will enter a cycle in the next 10 years when there will be a fiscal downturn. Through careful planning, Tech can anticipate the fiscal problems this downturn could generate.

INTERACTIVE DISCUSSION

What about the external and legislative relationships?

- We have been blessed with key legislative representation.
- Some board members already have unique relationships with members of the legislature and Texas government.
- Each board member can help with our standing in the legislative process.
- Regent Sowell suggested that the Chancellor develop a talking point sheet for each regent.
- The Chancellor noted that there are critical time periods for legislative contact with perhaps the most critical occurring in May.
- Regent Sowell also suggested that prior board members be enlisted to help with legislative contact.

System expansion.

- It was determined that this should be a system-level initiative.
- Before expansion, Tech needs to have all of its own issues under control. It would then be able to offer access to Tech's opportunities to potential institution expansion.

V. MARKETING TEXAS TECH ISSUES

Dr. Smith offered a brief summary of issues involved in marketing.

- Make sure we are marketing something we actually have.
- Make sure you know who you are targeting.
- The biggest problem is that no one knows about us.
- What is the message you want to get across?

INTERACTIVE DISCUSSION

Summary of Discussion:

- Marketing is a tool to help us accomplish our strategy; need to determine the strategy first.
- We need to get professionals to assist in developing a program to include the issues that are unique to Lubbock.
- What are we trying to accomplish? -- pride, academics
 - People in Dallas don't know anything about Lubbock and Texas Tech. We need to educate them about who we are.
- There is a difference between advertising and marketing. We need to think about the message and the audience (parents, students, legislators).
- What is the most cost-effective medium?
 - TV ads in metro areas.
 - Timing of ads important as well.
 - Look at running before legislative session.
 - Pre-May would also target high school graduates.
- We must understand that delivering a consistent message is a project that will take 2-3 years.
- We will engage a national marketing firm to develop plan.

VI. ROLE OF REGENTS DURING LEGISLATIVE SESSION

The next topic for discussion focused on the role of regents during legislative session.

Chancellor Montford opened the discussion by presenting the important issues affecting Texas Tech University which are to be brought before the legislature:

- There should be a non-PUF, separate fund for excellence for Texas Tech, the University of Houston and the University of North Texas (allocation of \$30 million a year in interest from HEAF set-aside to the three institutions).
- Increase the excellence funding to \$10 million.
- Major infusion of Tuition Revenue Bonds.
- Renewal of stairstep tuition increases.
- A 6% formula across-the-board increase.

BOARD DISCUSSION

What is the effective role of regents in achieving positive results for Tech?

Summary of Discussion:

- We need to push the concept that some schools deserve excellence funding; otherwise mediocrity is perpetuated.
- The chancellor needs to develop a talking point sheet for each regent, noting particular issues for each regent.
- The most critical time period for legislative contact is the final week of the Conference Committee (in May).
- Key legislative contacts ¹:
 - Delwin Jones
 - Robert Junell (Conference Committee)
 - Bill Ratliff (Chairman of finance)
 - Garnet Coleman (Houston); Pete Gallego; Buddy West; Henry Cuellar (Laredo).
 - Make calls to get Duncan on Conference Committee.
- It is important that the Board of Regents chairman spend time in Austin.

¹This has changed since the retreat and may not include the same legislative contacts listed.

VII. BOARD PHILOSOPHY AND LEGACY

The next item for discussion centered on board philosophy and the legacy of a regent.

Board members offered the following suggestions and observations with respect to being an effective regent:

- Ask yourself, "Do you feel fulfilled in your role as a regent? Would you like to do more?"
- The board has evolved nicely in the last several years in terms of committee work and discussion.
- The board is appropriately involved with setting policy and not involved with micro-management.
- Calendars could be coordinated to increase interaction with students and faculty; provide regents with a list of events which can be attended; for example:
 - Schedule small receptions with students.
 - Attend student, faculty and staff senate meetings once a year.
 - Attend faculty convocations and award ceremonies.
 - Meet and visit with college deans.
 - Increase tours of campus units for regents.
- Notify the regent when member of administration will be in the regent's city.
- Continue attending commencements.
- TTU and HSC matters should be given equal attention by the board/regents. It is incumbent upon HSC to spark regent interest.
 - Have one Board of Regents meeting a year at the HSC campus.
- Board orientation should include:
 - Increasing the regent's understanding of the sensitive issues.
 - Focus on board responsibilities.

VIII. THE BOARD AND THE STRATEGIC PLANNING PROCESS

The board continued its discussion of the strategic planning process.

Regent Brooks introduced this section of the topic by stating that to achieve Tech's goals a process needs to be developed that is "personalized" for the Texas Tech University System and its components and should include the following:

- (1) A mission statement.
- (2) A strategic plan with 3-4 lofty goals.
- (3) Objectives and action plans on a time frame.
- (4) Implementation and a monitoring process.
- (5) Articulation by the chancellor.
- (6) A top executive to oversee the implementation.

BOARD DISCUSSION

Summary of Discussion:

- A board discussion of the planning process should be scheduled on a regular basis, either a major discussion (retreat) every six months, or a brief (two-hour) discussion at every other meeting.
- The planning process should set out what you are going to achieve and how, as well as a financial model to measure incremental steps.
- Compile a summary of the strategic goals and planning process for the System, TTU and HSC that are at the board governance level, not the detailed operational level, to communicate to the board.
- Assemble a task team to repackage/create and explain the Strategic Plan/Goals/Planning Process.

CLOSING REMARKS

Chairman Sowell closed the meeting with the following comments:

- Successes for Texas Tech University and Texas Tech University Health Sciences Center in the last five years have centered on the following:
 - A significant enhancement of the physical plant.
 - Improved student body through an increase in enrollment standards.
 - Building a large endowment.
 - Campus beautification.
- The focus of Texas Tech University and Texas Tech University Health Sciences Center in the future should involve:
 - Strengthening and enlarging faculty.
 - Exploring the development of a partnership with Baylor Medical in Dallas, which would offer potential donors.
 - Donors; specifically, support the College of Engineering. This will be the source of big donors.
 - Put the "tech" back into Texas Tech and push technology.
 - The Big XII Conference is very important to Tech's future. The reality is that to stay in the Big XII, you have to win at football; then you reap the side benefits.

Chairman Sowell thanked Ms. Hilliard on behalf of the board for her excellent assistance and leadership at the workshop/retreat.

The workshop/retreat adjourned at 4:10 p.m.

**Board of Regents
Texas Tech University System**

**Workshop/Retreat
Lubbock Club-Room 1, 14th Floor, Wells Fargo Bank Building
1500 Broadway Street
Lubbock, Texas
November 2, 2000**

Presider

James E. Sowell
Chair, Board of Regents
Texas Tech University System

Facilitator

Cora (Corky) Hilliard
Austin, Texas

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The Texas Tech University System
Board of Regents
Workshop/Retreat

November 2, 2000

Working Agenda

<u>Time</u>	<u>Issue</u>	<u>Participant</u>	<u>Duration</u>
9:00 a.m.	Welcome	Sowell	5 minutes
9:05 a.m.	SYSTEM ASSESSMENT <ul style="list-style-type: none">• SWAT• Benchmark	Montford	10 minutes
9:15 a.m.	Components Assessment <ul style="list-style-type: none">• Strengths• Areas Needed Development and Concerns• Opportunities	Schmidly/Smith Dialogue	10 minutes
9:25 a.m.	Q: <i>In your opinion, what do you want Tech to be? What do you want Tech's distinctive competencies to be? What do we need to become to be a unique enterprise?</i>	Regental dialogue (Pairs)	10 minutes
9:35 a.m.		Large group conv	20 minutes
9:55 a.m.	Q: <i>What do you see as major opportunities to move Tech toward your preferred future?</i>		15 minutes
10:10 a.m.	STRATEGIC PLAN 4 major System goals	Montford	10 minutes
10:20 a.m.	TTU Goals, process, timing		7 minutes
10:27 a.m.	TTUHSC goals, process, timing		7 minutes
10:34 a.m.	Q1: <i>What is needed to achieve these goals?</i>		20 minutes
10:54 a.m.	Q2: <i>What partnerships or collaborations are needed in order to achieve these goals?</i>		20 minutes
11:20 a.m.	Lunch		

12:15 p.m.	STRATEGIC ISSUES: What results do you want to see in these areas? (Select topics of interest) <ul style="list-style-type: none"> • Graduate School/Research Programs • Diversity • College of Fine Arts • School of Medicine • Health Science Center Expansion • Outside Lubbock • College of Business Administration • Designated Regental Liaison • Other Needs 		90 minutes
1:45 p.m.	WHERE DO THE SYSTEM AND COMPONENTS GO FROM HERE? What is our position by 2010?	Montford	15 minutes
2:00 p.m.	Q: <i>What are issues and results related to the growth and expansion of the System?</i>		20 minutes
2:20 p.m.	MARKETING TEXAS TECH ISSUES – OPPORTUNITIES FOR MARKETING PLANS	Smith	10 minutes
2:30 p.m.	Q: <i>What do you want as a result of the marketing of Tech?</i> <i>In your opinion, what should our marketing effort look like?</i>		15 minutes
2:45 p.m.	Break		15 minutes
3:00 p.m.	ROLE OF REGENTS DURING LEGISLATIVE SESSION	Sowell	5 minutes
3:05 p.m.	Q: <i>From your point of view, what are important issues to bring to legislature?</i>		10 minutes
3:15 p.m.	Q: <i>What is the effective role of regents in achieving positive results for Tech?</i>		10 minutes

3:25 p.m.	BOARD PHILOSOPHY AND LEGACY	Sowell	5 minutes
3:30 p.m.	Q: <i>What legacy can you as a regent leave to a new board member?</i>		15 minutes
3:45 p.m.	Q: <i>What would you like to have known/told when you came on board?</i>		15 minutes
4:00 p.m.	WRAP-UP AND SUMMARY	Hilliard	5 minutes
4:05 p.m.	ADJOURN	Sowell	

HILLIARD RESOURCES
Organizational Strategies Group
Organizational Assessment
Strategic Planning

Cora L. Hilliard, has spent her career in the areas of organizational strategies, management systems, group processes and learning. Her clients include emerging and adapting companies, public and not-for profit organizations, and colleges and universities. Services include board strategy retreats, strategic planning, strategy development, leadership development, team building, consolidation and restructuring processes. Hilliard Resources, founded in 1992, has assisted organizational leaders throughout the United States.

Clients include Texas Instruments, Southwestern Bell Corporation, Entergy, Inc., Southern Union Gas, BFI, Inc., National Network for Domestic Violence, Center for Disease Control, National Wildflower Research Center, National Foundation for Consumer Credit Counseling, Texas Fine Arts Association, Association of Manufacturing Engineers, Texas Association of Counties, Texas Comptroller of Public Accounts, Austin Area United Way and Chamber of Commerce, several universities and community colleges' academic, administrative, and governance boards.

She holds a master's degree in higher education administration with additional graduate work in management. She has a long career in the area of board development and planning. While at the LBJ School of Public Affairs Ms Hilliard implemented the gubernatorial appointee training program for the appointees to the State of Texas boards and commissions. She continued its responsibilities while she was the director of the Management Development Center in the Office of the Governor from 1981 - 89. Additionally, the Center provided management education and organizational interventions for public agencies and institutions of higher education including the Governor's Executive Development Program. The Center was honored for program innovation by the American Society for Public Administration.

Ms. Hilliard has held presidencies of the National Association of State Training and Development Directors and the Leadership Texas Alumnae Association. Ms Hilliard was among the first group of inductee into the Leadership Texas Hall of Fame.