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Examine the manner in which the governing boards and administrators of those institutions develop and implement major policy decisions, including the impartiality and adequacy of their processes.

The Board of Regents sets policies – examples include:

- Overall policies of the Texas Tech University System are established in the *Regents' Rules*, and policy reviews are done on a regular basis:
 - Regents must initiate a comprehensive review of the *Regents' Rules* every 4 years.
 - The *Regents' Rules* are updated at other times when necessary and appropriate.
 - Any change in the *Regents' Rules* must be adopted by an affirmative vote of the Board, and proposed changes are coordinated by a 4-member Regents Rules Review Committee (“Rules Committee”).
- Regent’s Rules changes can be initiated by legislation or Coordinating Board actions:
 - Examples include requirements for: internal audit practices ... ethics and conflict of interest policies.
- Strategic direction of the institutions also is established at an annual Strategic Planning Workshop of the Board where 5- and 10-year goals and strategic objectives are established.
 - Policy decisions also are brought to the Board by the institutions:
 - Administrators recommend proposed changes in policy, such as in: degree plans offered; Mission Statements of the institutions; and annual operating budgets.
 - Students propose changes in policy, such as through referendums on student fees for improvements to student unions and recreation centers.
 - Such policy changes require approval by the Board.

- Policy changes also can originate from or through Board committees ... examples include:
 - The Investment Advisory Committee is asked to make recommendations concerning System investment policies.
 - Review and implementation of System audit policies (as set forth in the Regents' Rules and in the Audit Committee Charter) are vetted through the Audit Committee.
 - If not vetted through the Rules Committee, policy changes proposed by individual regents may be vetted through one of the Board's 4 standing committees, which include: Audit ... Academic, Clinical & Student Affairs ... Finance & Administration ... Facilities.

The Board of Regents oversees implementation of policies – examples include:

- Participation in key searches:
 - Members of the Board participate on search committees for key academic and administrative positions at the institutions ... such as for Presidents and Deans ... which helps ensure that academic and administrative leaders are hired who are good fits with Texas Tech's policies.
 - The Regents' Rules require prior Board approval for the appointment of a President.
- Annual performance evaluations of executive administration:
 - The Board conducts an annual performance review of the Chancellor.
 - Each year, the Chancellor discusses with the Board his performance reviews of the Presidents and other System executive administration, and subsequent to the Chancellor's review with the Board, the Chancellor's evaluation of a President may be modified if deemed appropriate.
 - Such reviews hold administrators accountable for implementation of the policies set by the Board.

- Board meetings assess adherence with policies:
 - Meetings of the Board’s 4 standing committees (Audit ... Academic, Clinical & Student Affairs ... Finance & Administration ... Facilities) are conducted sequentially so that all Board members may sit in on every committee meeting. Board members who are not a member of a given committee are expected to participate in the discussion of every matter that comes before that Board committee.
 - Certain policy decisions (such as approving changes in tuition or fees, and approving operating budgets) typically are preceded by one or more focused Board workshops led by appropriate administrators (such as the Chancellor, the Presidents, and the chief financial officers of the System and institutions).
 - All agenda items for a Board meeting are vetted by executive administration and by the Board’s leadership to ensure actions are in line with Texas Tech’s policy standards and expectations:
 - The President must certify in advance that he has reviewed all proposed action items involving his institution and that those items are in line with Texas Tech’s policies.
 - The Chancellor also must recommend all agenda items that require Board approval.
 - Each chair of a Board standing committee, working through a designated staff liaison, must review and approve in advance proposed agenda items for that Board committee.
 - The Board chairman has ultimate authority to determine if a proposed agenda item is “ready” for consideration by the Board.