

MINUTES

OF THE

SPECIAL MEETING OF THE

BOARD OF REGENTS

OF

THE TEXAS A&M UNIVERSITY SYSTEM

HELD IN

HOUSTON, TEXAS

AUGUST 6-7, 1998

(Approved January 28-29, 1999, Minute Order 43-99)

**MINUTES OF THE
SPECIAL MEETING OF THE BOARD OF REGENTS
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A special meeting of the Board of Regents of The Texas A&M University System, was convened by Mr. Don Powell, Chairman of the Board of Regents, at 9:10 a.m., on Thursday, August 6, 1998, in the Teak Room of the Houstonian Hotel, 111 North Post Oak Lane, Houston, Texas.

The following members of the Board were present:

Mr. Don Powell, Chairman
Mr. Robert H. Allen
Ms. Anne Armstrong
Dr. Dionel Avilés
Mr. John H. Lindsey
Mr. Frederick D. McClure
(joined meeting at 2:00 p.m.)
Mr. Erle Nye *(joined meeting at 10:30 a.m.)*
Ms. M. Guadalupe L. Rangel

The following member of the Board was not present:

Mr. T. Michael O'Connor, Vice Chairman

Mr. Powell said the purpose of this special meeting was to discuss long-range planning for The Texas A&M University System. He then introduced Dr. William R. Carden, President and CEO of the Carden Group, who acted as facilitator for the meeting.

Dr. Carden said he thought the most important job for the Board at this point was the selection of its CEO – the new Chancellor of the System. He then discussed collective Board responsibilities that include ensuring competent management of the organization, developing strategic orientation, establishing and monitoring policies, ensuring compliance with laws and regulations, protecting and balancing the interest of the various stakeholders and monitoring the performance of the institution.

Next, Dr. Carden explained four key strategic distinctions – fact/problem, efficient/effective, appearance/reality and form/function.

The next discussion centered on four characteristics for a great organization -- attempt to be the best at everything, committed to learning, stakeholder balance and dedication to a high purpose.

The Board then talked about the mission of the System.

(Secretary's Note: Mr. Nye joined the meeting at this time.)

Dr. Carden explained what he called “Learning for the New Paradigm” – work and learning are increasingly the same thing, learning is a lifelong challenge, learning is shifting away from formal schools, and you can only compete if you can learn faster than your competitors. Dr. Carden then discussed the generational shifts.

The next discussion centered around contemporary management challenges: 1) globalization 2) technology 3) refocusing on the “value chain” 4) profitable growth 5) capability identification 6) attracting, retaining and measuring intellectual capital and 7) change, change and more change.

Mr. Powell recessed the meeting at 10:50 a.m. and reconvened the meeting at 11:15 a.m. Dr. Carden divided the regents into two groups for a discussion of strategic issues for the System.

Mr. Powell reconvened the meeting at 1:35 p.m. and the regents continued with their group discussions.

(Secretary’s Note: Mr. McClure joined the meeting at this time.)

Mr. Powell recessed the meeting at 2:55 p.m. and reconvened the meeting at 3:08 p.m.

Dr. Carden continued his presentation and discussed a competitive edge for excellence -- common purpose, satisfied customers, distinctive delivery competence, service edge over competitors, consistency in hiring, training and rewarding personnel. He said assumptions about tomorrow include new players in the market, regulations and re-regulations, geometric advances in technology, success through market mechanisms, and a shrinking margin for error. A discussion was held with Dr. Carden regarding creating and sustaining a competitive advantage.

At 3:32 p.m., Dr. Carden divided the regents into several groups to work on the development of a System mission statement. At 4:15 p.m., the regents discussed the two mission statements they had developed.

Mr. Powell recessed the meeting at 4:45 p.m.

Mr. Powell, reconvened the meeting at 8:34 a.m., on Friday, August 7, in the Teak Room of the Houstonian Hotel, Houston, Texas.

The following members of the Board were present:

Mr. Don Powell, Chairman
Mr. Robert H. Allen
Ms. Anne Armstrong
Dr. Dionel Avilés
Mr. John H. Lindsey
Mr. Frederick D. McClure
Mr. Erle Nye
Ms. M. Guadalupe L. Rangel

The following member of the Board was not present:

Mr. T. Michael O'Connor, Vice Chairman

Dr. Carden started the day by discussing technological developments and who benefits from technological advancements. Next, there was a discussion of the current organizational structure of the System.

Mr. Powell recessed the meeting at 10:00 a.m. and reconvened the meeting at 10:20 a.m.

The Board continued its discussion on the organizational structure of the System including qualities for the new Chancellor. There was general discussion regarding higher education funding and the System's legislative efforts in Austin and Washington.

Due to a fire alarm, Mr. Powell recessed the meeting at 11:50 a.m. and reconvened the meeting at 12:10 p.m. The Board continued its discussion regarding legislative efforts.

Mr. Powell recessed the meeting at 12:30 p.m. and reconvened the meeting at 1:35 p.m.

(Secretary's Note: Ms. Armstrong was not present for the remainder of the meeting.)

The Board discussed various methods of rewarding faculty and funding mechanisms. There was a discussion of the future expansion of the System and the need for criteria for future expansion to be put in place.

The Board then returned to its discussion regarding the mission of the System.

In conclusion, Dr. Carden advised the Board to get away from “boxes” and have this “give and take” on an annual basis. He also suggested having this same sort of meeting with top administrators.

Mr. Powell adjourned the meeting at 3:00 p.m., Friday, August 7, 1998.

Vickie Burt
Executive Secretary to the Board of Regents
The Texas A&M University System

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