

From: R.P.
To: Brenda Pakovich; Alex Cranberg; Wallace Hall; paul foster
Subject: Fwd: AAS article UT
Date: Friday, March 01, 2013 5:14:11 AM

I know you all get tired of being hammered by the charlatans and peacocks but the fight is being won....I'm reminded of the battle of the Bulge(WWII) when only a few hundred yards were gained a day and fighting was viciously personal and brutal....the fight was for freedom but the real meaning for the infantryman was the one standing beside them in the fight....I pray you all aspire to that same respect and devotion!
Onward and Upward.
rp

Begin forwarded message:

From: A P <[REDACTED]>
Subject: Fwd: AAS article UT
Date: February 28, 2013 10:32:04 PM CST
To: R P <[REDACTED]>

Sent from my iPad

Begin forwarded message:

Date: February 28, 2013, 10:27:59 PM CST

Subject: AAS article UT

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otHerS SaY: RONALD L. TROWBRIDGE CENTER FOR COLLEGE AFFORDABILITY AND PRODUCTIVITY

Regents should both make policy, cheerlead

The present flap over regents for the University of Texas System has led Rep. Dan Branch, chairman of the House Committee on Higher Education, and Sen. Kel Seliger, chairman of the Senate Committee on Higher Education, to investigate the matter. Seliger, R-Amarillo, says he wants to determine whether regents are "micromanaging" UT's nine campuses. Charges of micromanagement have not been

The writer says UT President Bill Powers (at left) could not publicly agree with his criticisms because Powers would have

corroborated, and what some call micromanagement might instead be governance — the duty of trustees.

**hell to pay when returning to campus. AP
2012**

Derek Bok, who was president of Harvard University for 20 years, explains that duty: Trustees are "a mediating agent between the interests of the institution and the needs of the surrounding society." As the title suggests, trustees are entrusted with statutory authority to govern and to set policy. They are given fiduciary responsibility to mediate between the interests of the university and the interests of the taxpaying public. They are to be both cheerleaders and governors.

But as is too often the case throughout the land, trustees generally become only comfortable cheerleaders, not willing to rock the boat even when it is conspicuous that it needs rocking.

Harry Lewis, former dean at Harvard, confirms this point. He says that trustees have "become carefully managed and quite docile," amounting to "notoriously inattentive boards of directors." They must not function "as the University's honorees and cheerleaders rather than governors." But trustees would rather be praised by the university family than rebuked for tough questions.

About two years ago, I had the occasion before the media to debate Bill Powers, UT's president. I was critical of a number of aspects at UT, but I knew full well that Powers could not publicly concur with any of my criticisms and that he had to remain 100 percent positive about every aspect of his university.

Even if Powers agreed with me on even a point or two, he could not do so publicly, and Bok explains why: "In theory, presidents and deans are supposed to counteract self-interested behavior to make sure that the legitimate needs of students are properly addressed. In practice, however, academic leaders often fail to fulfill this responsibility. Ultimate power over instruction and curriculum rests with the faculty. While leaders have considerable leverage and influence of their own, they are often reluctant to employ these assets for fear of arousing opposition from the faculty that could attract unfavorable publicity, worry potential donors and even threaten their job."

Powers could not publicly agree with any of my criticisms because he knew he would have hell to pay when returning to campus. I was for a long time a university professor and a college vice president, and I know how sausage is made. Universities would prefer that legislators give them state funds, trust their autonomy, and then "butt out" (as Gov. Rick Perry once put it). "Governance" becomes described as "micromanagement."

I cannot speak to Lt. Gov. David Dewhurst's emotional charges because they have not been corroborated. Some legislators and reporters are asserting as fact "micromanagement." How do they know? It hasn't been corroborated. Gene Powell, chairman of the UT System Board of Regents, responded to Dewhurst's charges that they "surely had to be the result of misinformation and were either incorrect or inaccurate."

Someone needs to be an impartial arbiter, a supporter, and a Greek Messenger — and that someone is Trustees.Gov. Perry has appointed two new regents to the UT System and reappointed a third. Let us hope that they are cheerleaders and governors. Tough, honest questions will be one fiduciary charge — and that is not micromanagement. They must ride wing but also inspect the engine.

Trowbridge, a Conroe resident, is Senior Fellow, Center for College Affordability and Productivity.

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