



SENATOR WENDY R DAVIS
District 10

The Senate of The State of Texas

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March 14, 2014

Paul L. Foster, Chairman
Office of the Board of Regents
University of Texas System
Ashbel Smith Hall, Suite 820
201 West 7th Street
Austin, Texas 78701

Dear Chairman Foster:

I was glad to see that you will lead the executive search committee to replace Dr. Francisco Cigarroa and that the Regents authorized hiring a national search firm. I strongly encourage you, and your colleagues, to take the time necessary to conduct a thorough and thoughtful national search to find the best Chancellor.

This decision, perhaps the most important of your tenure, will help shape the future of higher education in Texas. The U.T. System needs a leader with a clear vision and sense of mission for one of our state's flagship universities. The Chancellor must have keen administrative skills and a unique understanding of the important role a dynamic academic and health institution plays in Texas.

To be effective, the Chancellor must command the respect and support of academia, students, faculty, alumni, business leaders, and the general public; and, he or she must be strong enough to withstand the pressures of those with political and other extraneous agendas that work to undermine great universities, rather than build them up.

As you manage the search process, I ask that you consult with the leadership of the alumni associations of the System's academic and health institutions, particularly the Texas Exes of UT Austin and of the Texas Coalition for Excellence in Higher Education. These organizations have demonstrated that they care about the future of higher education in this state. They can provide you, and the other regents, critical insight and support throughout the process.

I also encourage you to consult with faculty leadership throughout the U.T. System. These leaders on campuses across the state have knowledge, experience, and expertise

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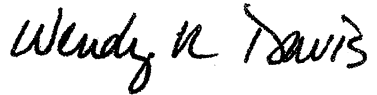
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that should factor into the open, transparent, and thorough national search process that you have indicated you plan to use.

Finding a replacement for a Chancellor of Dr. Cigarroa's stature is a challenge. But, I know it is one you and your colleagues can meet if you take your time to get it right. I appreciate your willingness to do so.

Sincerely,

A handwritten signature in black ink that reads "Wendy R. Davis". The signature is written in a cursive style with a large, stylized "W" and "D".

Wendy R. Davis

cc: U.T. System Board of Regents
Lt. Governor David Dewhurst
Members of the Texas Senate
The Honorable Joe Straus
The Honorable Kay Bailey Hutchison
Mr. Charles Matthews
Ms. Leslie Cedar