On Becoming a University Report on an Octennium

Joseph M. Ray

Follow this and additional works at: https://scholarworks.utep.edu/utep_books
On Becoming a University

Report on an Octennium

by JOSEPH M. RAY
To give to Frank Scott

ON BECOMING A UNIVERSITY

To Virgil Hicks, with profound respect and lasting regard.

[Signature]
THE BOARD OF REGENTS OF THE UNIVERSITY OF TEXAS SYSTEM

Seated: Mrs. J. Lee Johnson, III; Mr. Frank C. Erwin, Jr., Chairman; Dr. E. T. Ximenes.
Standing: Rabbi Levi A. Olan, Mr. Jack S. Josey, Vice Chairman, Mr. W. H. Bauer, Frank N. Ikard, Mr. Joe M. Kilgore, Mr. John Peace
"The Turning Point" was painted by El Paso's author-artist Tom Lea, to commemorate the last-minute victory at Salt Lake City over the University of Utah in 1965. Quarterback Stevens and end Wallace collaborated in a 92-yard pass play that scored the tying touchdown after the gun sounded. The extra point won the game. Thereafter U. T. El Paso won all regular games and the Sun Bowl Game. The original painting is on display in Memorial Gymnasium.
On Becoming a University

Report on an Octennium

by JOSEPH M. RAY

TEXAS WESTERN PRESS
of The University of Texas at El Paso
To

Winnie, Joy, Starr and Bernice, the ladies on the President’s staff, without whose loyalty, devotion, industry and good spirit the eight years would have proved to be dreary indeed.
PREFACE

It has been my custom to make an annual report to the Chancellor, cataloging our accomplishments for the year. This volume is a continuation of that tradition, expanded to cover the octennium and to contain somewhat more of reflection on the functions involved.

My thanks go to Clyde Wingfield for his help on the chapters on Students and on the Inter-American Institute; to Milton Leech for reading two drafts of the manuscript and offering countless suggestions for its improvement; to Dale Walker for information for the section on Bhutanese architecture; to John Sharp and Chester Christian for data on the Inter-American Institute; to Steele Jones for invaluable assistance in many ways; and to all of my colleagues at U.T. El Paso and in the Chancellor’s Office among whom I have lived, labored, and learned with rarely a dull moment. Needless to say, the errors and expressed opinions are my own, and they should not be attributed to persons named above.

Finally, I wish to express my deep appreciation to Chairman Frank C. Erwin, Jr., and to the other members of the Board of Regents for their permission to retire from administration to teaching at so early an age. I approach my new duties with a high heart.

Joseph M. Ray

Hoover House
El Paso
June, 1968
CONTENTS

1 Citizen Committees ........................................ 5

II Organization ............................................. 13

III The Excellence Program .................................. 18

IV The Library, Research, and Graduate Work ............. 24

V Academic Freedom .......................................... 33

VI Students ..................................................... 42

VII The Inter-American Institute ............................ 49

VIII Athletics .................................................... 58

IX Buildings and Grounds .................................... 66

X Marks of Progress ........................................... 79

XI Anecdota ...................................................... 84

Appendices ...................................................... 97
At the time of my arrival in El Paso, a substantial community furore had developed concerning the direction the institution's development was taking. Some persons felt there was a stepchild relationship with the University at Austin, and they were quoted freely in newspapers. As an outgrowth of this widespread public concern, we developed a number of citizen committees, designed both to requite strong citizen desire for participation and to make available to us the talents and enthusiasms of interested fellow townsmen.

The Study and Advisory Committee

The Study and Advisory Committee on The University of Texas at El Paso was established in 1960 as an autonomous committee of the El Paso Chamber of Commerce which works primarily with the President of U. T. El Paso and with his acquiescence with other members of the administrative staff. From its recommendations and under the leadership of its chairman, Mr. Jack C. Vowell, The University of Texas at El Paso's friend unparalleled, most of the citizen participation in the institution's affairs in my day has come about.

Mission '73

Out of the Study and Advisory Committee came Mission '73, a board of citizen visitors, thirty-six from El Paso and one from Juárez, whose mission in 1963 was to produce a ten-year plan, to tell the institution where it should be in 1973 — hence, Mission '73, a name suggested by English Professor Francis Fugate. Chaired by Judson F. Williams, a former faculty member and at that time businessman, who before the Mission was completed was elected
Mayor of El Paso, the group met for nearly a year, emphasizing quality in all lines of institutional endeavor.

The report of Mission ’73, designed by Carl Hertzog and attractively published by the Texas Western Press, has since its publication been in large measure the blueprint of the institution’s development. One highly favorable by-product of Mission ’73 activity was development of the administrative talents of Dr. Milton Leech, who served the Mission as Director. His service here was his introduction to a distinguished career since.

The Mission ’73 report recommended that our institution stay in The University of Texas System, change its name to The University of Texas at El Paso, initiate selective admission of students, and accomplish many other reforms. The long months of activity by the Mission, with full participation of the President, the Assistant to the President, the Director of Mission ’73, and Vice Chancellor Laurence D. Haskew, by the sheer volume of sustained high-level attention, developed a body of community and institutional resolution which has never diminished. The work of Mission ’73, when viewed in retrospect, offers a magnificent example of a group that produced by consensus a total finding which far transcended the capability of the various individual members.

The Development Committee

A citizen committee of some 75 members was appointed to develop a program of gift support for the institution. It lasted through several years, more through the activities of its Chairman, J. Francis Morgan, and the other leaders than as a viable committee. Its accomplishments are reported elsewhere in this volume. It was supplanted in March of 1968 by the Advisory Council to The University of Texas at El Paso Foundation, a group of some 20 leading citizens under the chairmanship of William B. Hardie.

The Athletic Committee

As might be expected, citizen interest in University affairs is quite widespread and active in the area of athletics. The Athletic
Committee, growing as in the cases of all other citizen committees out of the Study and Advisory Committee, has performed as a holding company for varied groups interested in athletics.

The Athletic Committee, under Chairman H. D. Fulwiler, supports the two major athletic fund-raising organizations. Southwestern Athletics sponsors the annual Gridiron Dinner, where skits are staged by the Press Club and money raised by substantial charge for tickets. The Miners’ Scholarship and Development Fund, which actively solicits funds for our athletic program, is also supported in many ways by the Athletic Committee.

In times of emergency, such as the disastrous football season of 1964, the Athletic Committee has risen to heights in providing sound and fundamental guidance and support. Its broad involvement in the building of the Sun Bowl offers further testimony of its effectiveness. Since collegiate athletics is largely public entertainment, it is appropriate to involve such a committee in our athletic affairs.

The Engineering Advisory Committee

One of the first citizen committees growing out of the Study and Advisory Committee was the Engineering Advisory Committee. Its membership, selected in consultation with the then Engineering Dean W. W. Hagerty of Austin and Vice Chancellor Haskew, was composed of local businessmen, industrialists, alumni, and University deans and department heads from The University of Texas at Austin, Oklahoma State University, and Purdue University. Chairman of the Committee was C. Lambert Moore, then President of the El Paso Natural Gas Products Company.

This Committee met for several months, and its report indicated courses of action that have led under new leadership in the Engineering School to the abandonment of the last vestiges of the School of Mines and to full accreditation by the Engineers’ Council for Professional Development and to a rapidly expanding graduate program.
The Land Planning, Acquisition, and Development Committee

Another citizen committee to grow out of the Study and Advisory Committee was the Land Planning, Acquisition, and Development Committee. Under the chairmanship of Dale Resler, this Committee came closer than any I have ever known to fulfilling its mission. Its task was to acquire all of the privately owned enclaves within what is understood to be the boundaries of the campus. By the standards that appeared to us in 1961 and 1962, the task was accomplished completely in about two years.

The privately owned lots, mostly in the large arroyo north of Rim Road and between Wiggins and Hawthorne streets and south of the Administration Building, were acquired one by one. In the case of ten lots belonging to the Unitarian Church, the asking price was so high that the Committee was unanimous in recommending condemnation. Suit was brought and a compromise settlement was reached before going to court. The University of Texas at El Paso, I believe, enjoys the dubious distinction of being the only institution of higher learning in Texas which has entered condemnation proceedings against a church.

The task of acquiring all these lands could hardly have been accomplished by University officials alone. Members of the Committee, especially Chairman Resler, carried through many negotiations leading toward purchase. More than once, as the ponderous University and State bureaucracies bogged down, Mr. Resler advanced his own funds to close deals until details could be cleared up. In some cases, subtle suggestions of the necessity to invoke eminent domain were made in ways that only volunteer public service practitioners could use.

After it had completed all its labors, the Committee fell on quiet days. In 1966 we began considering seriously the acquisition of property within the campus limits owned by fraternities, sororities, and the Baptists in their Student Center. In early 1968, the Committee was again called into service for informational purposes.
The ground rules had changed somewhat in various ways, not the least of which was my announcement to retire from administration, and the full involvement of the Committee remains to be determined.

The key issue on the new acquisition program is the source of funds for purchase. The earlier purchases involved in each case only a few hundred dollars. The proposed new acquisitions will cost hundreds of thousands. The properties of two sororities and the Baptist Student Union have recently been purchased out of site-preparation funds appropriated for the huge Education-Engineering complex. One other acquisition is the purchase of the Unitarian Church property, the cost deriving from The Union bond-fund surplus, with hopes of reimbursing that fund from the Skiles Act plan described below.

Under a Texas statute called the Skiles Act, colleges and universities may accomplish capital operations by pledging and funding a portion of student tuition income. Thereafter the Legislature’s practice has been to appropriate in regular course in each year of the biennium funds sufficient to reimburse the institution for its funded tuition income.

Tentative plans are being made to purchase under a Skiles Act arrangement the remaining sorority and the three fraternity lodges on campus, all other property along Hawthorne Street to Rim Road, and the large tract bounded by Rim Road, Schuster Avenue, Hawthorne Street, and Interstate Highway 10. This grand plan, now only in formative stages, could result in acquisition of all property needed by the institution for many years.

The Cotton Estate Advisory Committee

The Cotton Estate Advisory Committee differs from other citizen committees serving the institution in two principal respects: it did not grow out of the Study and Advisory Committee, and it has staunchly maintained its identity. The Committee was the idea of Thornton Hardie, then a member of the Board of Regents, and its first members were selected by him; the members are some of
the most prominent and best informed men in El Paso on matters relating to land management and values. Chairman Sam D. Young has delegated many of the details to Committee Secretary Harlan Hugg, but he kept close tab on the Committee's activities.

The Cotton Estate Trust is property left to the institution from the estate of Frank B. Cotton, a Boston industrialist who, in 1893, bought some 200 acres of land in the Chamizal area of South El Paso, 140 acres on top of Crazy Cat Mountain above Mission Hills in Northwest El Paso, and 36,000 acres in the wilds of Hudspeth and Culberson Counties, southwest of Van Horn and southeast of Sierra Blanca, along the Rio Grande. Mr. Cotton died in 1906, willing his estate to education for young women and vesting the execution of his will in three named persons. By 1939, the estate had been liquidated and devoted to the purposes provided in the will, except for the Texas properties, which apparently had been considered to be of less value than the taxes due on them.

A group of El Pasoans, under the leadership of the late Otis C. Coles, got a law passed by the Texas Legislature authorizing the donation of such property to an institution of higher learning, provided the estate could be appraised at twice the value of the taxes due. Such an appraisal was promptly made, and the one surviving administrator of Mr. Cotton's estate made the donation to The University for the use of our institution, expressing the hope that the conditions of the original will could be observed, but promising that the discretion of The University of Texas Board of Regents in the matter would never be questioned.

By the time I arrived, the income from the Estate was being devoted to scholarships, grants-in-aid for band members, support of the print shop, salary for a janitor in the Cotton Memorial Building, and supplementation for the salary of the President. Recently the income from the Estate has been devoted as much as possible to considerations of academic quality.

The annual return from the Estate, principally from farm and other land rent, has in the past averaged around $65,000. With
the sale to the United States Government of approximately 150 acres for the Chamizal settlement with Mexico for $2,293,208, and the investment of the proceeds in good stocks, the annual income from the Estate now approximates $165,000.

This money is budgeted by the Trust Fund Budget Council, composed of the President, the vice presidents, and the academic deans. It, along with the Excellence Fund and other smaller trust funds, provides financing for the frosting on our academic cake. Such resources available to a university like ours can clearly make the difference between a routine and a quality performance.

The Committee has continued in existence both because of the interest of the members and because the Board of Regents quite naturally has great confidence in the advice of such men. With the establishment by the Board of Regents of the Office of Investments, Trusts and Lands, which can and does involve itself more directly in the handling of trust fund property matters than used to be the case, Committee recommendations have not been followed as closely as before, and some restiveness has been apparent in the Committee’s membership. The reluctance of the Board of Regents recently to accept advice on the sale of the Hudspeth-Culberson lands is a case in point.

The service of the Committee has been of great value to the University, and the Estate is in much better condition for it. The Chamizal Settlement negotiations alone resulted in great advantage to the University.

The Use of Citizen Committees

Citizen committees have served us exceedingly well. They have helped us to develop long range goals; they have provided us with guidance and expertise which we sorely needed; they and their individual members have helped us achieve goals we could not have reached alone; and they have brought us money in many and varied ways.

The process followed in utilizing the citizens of El Paso in com-
mittees has probably involved more private citizens more deeply in the affairs of The University of Texas at El Paso than is the case with any other university in the country. Since public relations is one of the prime functions of the President, he sometimes wonders whether such extensive public involvement is entirely necessary; in sober reflection, however, he has to conclude that the benefits of such associations far outweigh any shortcomings the system may have.
The University of Texas at El Paso operates as a component institution in The University of Texas System. Although at meeting time the President of this University stands before the Board of Regents in his own behalf, the endorsement of the Chancellor is essential before action is taken. Chancellor Ransom has always accorded broad discretion to me, and he has supported my recommendations most generously.

The Office of the President

In 1960 the President’s staff consisted of an administrative assistant and typist; soon an assistant to the president was added and other additions came until now we have two vice presidents and appropriate administrative and secretarial support.

There has been no expansion as such without regard to need. As any institution, educational or otherwise, grows in numbers, the administrative staff grows in proportion. This is true for the Business Office, the Registrar’s Office, the Library, Physical Plant, Student Services, and all the rest. The State of Texas recognizes this fact by basing most of the formulas, upon which we rely for appropriations, on the number of students or on the number of semester credit hours enrolled for.

The functions of the two vice presidents are divided as their titles imply: Academic Vice President, Dr. Milton Leech, and Executive Vice President, Dr. Clyde Wingfield. All functions are divided between the two except for that of Development, which remains between the President and the Assistant to the President for Development, Steele Jones.
The Academic Schools

Rising quality in the School of Engineering has been marked. Dean Abernethy has commented that his arrival augmented the number of doctor's degrees on the Engineering staff by 50 per cent. All staff members added since his coming have held doctorates, and the total is now fifteen. Mining Engineering has been discontinued for want of students in the program, and the remaining degrees in Civil, Electrical, Mechanical, and Metallurgical Engineering are all approved for maximum terms by the Engineers' Council for Professional Development. The graduate program in engineering is growing more rapidly than any other in the institution.

Since 1930, when the School of Arts and Sciences was established, there have been only the two schools, even though Arts and Sciences came to constitute more than 90 per cent of the enrollment. In September of 1967, the School was divided into four: Business Administration, Education, Liberal Arts, and Science.

In June of 1966, Dr. John W. McFarland, then Superintendent of Schools in Houston, came as Dean of Education. He was with the institution for one full year before the School of Education was formally established. With the Dean's contacts in the Texas Education Agency and with his expanding acquaintance with education at the university level and with the people and mores of it, one can confidently expect great progress to be achieved. The fact that teacher education constitutes a large fraction of the mission of The University of Texas at El Paso makes it imperative that such results be accomplished.

Several false starts have been made in efforts to build Business Administration. We are all confident that, with the establishment of the School of Business Administration, containing departments of economics, accounting, and business, under the competent leadership of Dean John Richards, we can see daylight ahead. The publications of the Bureau of Business and Economic Research
have lent substance to this development. With the employment of well-recognized heads for the School's three departments, the improvement in the School of Business Administration seems assured.

The School of Science, under the vigorous and dedicated leadership of Dean Lewis F. Hatch, shows marked signs of developing. The School, now rounding out its first year, exhibits tremendous vitality, and, with the employment of new and highly-qualified staff, is moving steadily toward higher academic quality.

The School of Liberal Arts, the largest of the schools and the one considered by many educators as being the core of a university, has had two principal advantages over the other schools. In the first place, there is within the School of Liberal Arts less competition for highly trained people from the business, industrial, and governmental areas than there is in Engineering, Science, Education, and Business.

In the second place, it has proved to be more practical to recruit men of the caliber of the Harry Yandell Benedict Professors within the School of Liberal Arts than in the other schools. Salaries for distinguished men in the sciences, engineering, and business, especially scholars comparable to the Benedict Professors, rise to a range quite beyond our spectrum. It is for this reason, incidentally, that all seven of the men who have served The University of Texas at El Paso as Benedict Professors have been in teaching fields included in the School of Liberal Arts.

A third advantage, and quite definitely cognate to the others listed, is that men who choose as their career disciplines those which fall within the School of Liberal Arts, finding few acceptable opportunities for employment outside universities, tend to devote their full careers to academic work. In the process, more of them possibly than in the other schools follow paths that lead toward academic distinction.

At all events, the group of departments now known as the School of Liberal Arts has always been strong at U.T. El Paso, and the
leadership provided for the School of Liberal Arts in the person of Dean Ray Small is knowledgeable, steady, progressive, resourceful, and highly intelligent.

The Graduate School, headed by Dean Edmund Coleman, is considered fully elsewhere in this volume.

The Deans

The academic deans are key figures in any university. This is especially true when the deans are as capable as ours are. They participate in institution-wide decision-making in several different ways.

In conjunction with the vice presidents they serve as members of the Council of Deans, the Trust Fund Budget Council, and the President's Academic Council. With the addition of the Dean of Students, the Athletic Director, and the Business Manager, they constitute the Administrative Council, which serves as the main source of administrative advice to the President.

Faculty Government

The Faculty Constitution was adopted in the school a year prior to my arrival in El Paso, but the first meeting of the Faculty Council was held in the fall of 1960. There had apparently been substantial faculty unrest in the years preceding, but since my arrival the relationships between the faculty and the Office of the President have been all that one could wish. Basic authority of course resides with the General Faculty, but the Faculty Council in nearly every way has exercised the powers of faculty government.

The early leadership of the Faculty Council was composed of persons who desired to make their mark in the affairs of the institution but who had no particular ax to grind. The theory was adopted, and prevails to this day, that basic administrative authority resides legally in the President of the institution, and that all faculty action constitutes recommendations to the President. With this theory as a backdrop, and with a conciliatory and respectful
attitude in the presidency, progress has been steady and without major difficulty.

As time went along, more and more of the professors and associate professors tired of Faculty Council activity and resigned membership on it to assistant professors and instructors. After the carving of the four Schools of Business Administration, Education, Liberal Arts, and Science out of the old School of Arts and Sciences, the vigor of their new deans began to make itself felt, with the result that the Faculty Council has largely ceased to be an entity within its own right and has become something of a reflection of the views of the deans. In my view, this polarization around the deans is a great loss, since any general faculty group should have an integrity of its own. This, however, is doubtless no more than nostalgia on my part, longing for a day that is no more.

Faculty committees in theory serve and are responsible to the Faculty Council. Some committees, like the Building Committee and the Athletic Council, assume substantial autonomy and make their recommendations directly to the President. Most of them, however, make their recommendations to the Faculty Council, and decisions have no validity with the President until the Council has acted. A few committees, like the Board of Editors of the Press and the Parking and Traffic Committee, are presidential committees, whose members are appointed by the President and which have no official connection with the Faculty Council.

The organization of the University is exceedingly complex and it might appear, to one who is unacquainted with it, to be unnecessarily prolix. University administrative organization has, however, a redeeming quality: when some part of it is outgrown or becomes obsolete, it withers and falls of its own weight or gives way to a new arrangement better adapted to the timely need.
III

THE EXCELLENCE PROGRAM

There is a widely held assumption that gift support should be reserved for private institutions of higher education, and that total support for public colleges and universities should be provided by the state. The practice over the entire country now gives evidence to the contrary. Indeed, some of our finest and best known private universities derive as much of their funds from public sources as they do from private sources.

Furthermore, if one should make a list of ten of the state universities which in his judgment have earned greatest respect, he would almost certainly include those which receive private gift support in excess of $5,000,000 annually. This list would include such state universities as California, Michigan, Wisconsin, Minnesota, and Texas.

Our annual goal, as set by Mission '73, was and has continued to be comparatively modest. It was set at $275,000 to $300,000 by 1973; while it has not yet been achieved, the widespread attention our efforts have received has laid a groundwork that is bearing increasing fruit.

The Early Years

I had not realized, until the time approached for my departure from the presidency, how unusual was the beginning of a program that has had unprecedented and far-reaching impact upon the advancement of this institution.

The Development Program, which encompasses all efforts aimed at attracting financial and other support, including the Excellence Fund, began with the largest gift this University received during my years here, a gift that remained anonymous for several years at the insistence of its donor, a prominent El Pasoan whom I have yet to meet.
The Development Program began in December, 1960, with a gift of $103,000 from El Paso industrialist W. R. Weaver. This gift enabled us to microfilm the Juárez Archives, to purchase several thousand volumes for the Library, and to establish our linguistics program. Most important, it funded the historic Mission '73 study and financed the modest initial cost of establishing a development program. I have never seen Mr. Weaver. In my eight years here, I have talked with him less than two minutes by telephone. His gift helped to change the course of what was then a small college of substantial promise, but all arrangements were made through his emissaries.

Until the Development Program was organized, most gifts had been for scholarships or for intercollegiate athletics. Badly needed was an organized and continuing effort to attract support for those areas which would enrich the academic performance of the total University. To muster this support, a Development Committee consisting of 75 members was installed on November 21, 1961. Its chairman was J. Francis Morgan.

The Development Program, even with its strong and distinguished committee membership, progressed but slowly in the beginning. The athletic program was in danger of collapse, and community leaders already had made commitments to its refinancing which would have to be met before any other major efforts in our direction could be undertaken. More important was the need to lay the groundwork for community involvement through the Mission '73 study, and to prepare a convincing case for substantial support for an Excellence Program.

Another year elapsed before real progress was made, and it did not come through the concerted efforts of a large committee, as I had expected. Indeed, except for the Alumni Fund, most of the time-consuming, pavement-pounding solicitation was accomplished by two men, Chairman Francis Morgan and L. A. Miller, the Chairman of the Corporate Gifts Committee. Mr. Miller, a tireless worker, was his own committee, and he and I made many visits to the offices of businessmen seeking gifts for the Excellence
Fund, for a direct approach was necessary to get the development effort moving. A few major gifts were contributed in 1963, but that year was noteworthy principally for the beginning of the Alumni Fund under Attorney (now Congressman) Richard C. White. Its total of $8,748 represented the first real success of an organized fund-raising effort.

Recent Developments

In 1964 the Alumni Fund increased to $12,568, but even more encouraging was the development of substantial contributions by corporations and friends to the Excellence Fund, whose total at the year's end was $95,475. A year later, the Excellence Fund recorded gifts of $130,026. Contributions to the Excellence Fund declined somewhat in 1966; however, total gifts to the University amounted to $223,609. In 1967, the University's gift total, from all sources and for all purposes, was $367,596.

The year 1967 also marked the third year of the Lloyd A. Nelson Professorship Committee, whose goal was to establish the first endowed professorship in the University's history as a memorial to Dr. Nelson, a member of the institution's first graduating class and for many years a distinguished member of our geology faculty. The Committee, led by Chairman William H. Orme-Johnson, Jr., was within some $17,000 of its goal at this writing and hoped to complete its assignment this year.

This has been a year of progress for the Development Program in other fields as well. Most important is the organization of a twenty-five-member Advisory Council to The University of Texas at El Paso Foundation. The Foundation, established by the Regents in 1968, represents a reorganization of the development effort. Its policies will be guided by the Advisory Council, whose Chairman is Attorney William B. Hardie and whose Vice Chairman is Lewis K. Thompson. The scope of its efforts has not yet been determined. Certainly it is within its power to become one of the most effective and influential citizen groups ever to serve this University.
The Excellence Fund Budget

During the years of the Excellence Fund, allocations have been based on one factor: the expenditure had to be for a purpose having a direct impact upon the quality of the University. No Excellence funds are used for "routine" purposes.

Excellence Fund allocations have never been determined by presidential decree, but rather by our Trust Fund Budget Council, composed of the academic deans, the vice presidents, and the President.

The largest single allocation within the Excellence Fund always has gone to the Library, for we feel that library enrichment will pay greatest dividends in institutional quality. The Library, consequently, has received as much as $50,000 in one year from the Excellence Fund. Another major allocation has been for Institutional Program Development, which, translated, means that a portion of the Excellence Fund has been divided among the various schools to be spent at the discretion of the deans for the enrichment of the teaching programs of the departments under their jurisdiction. These funds have gone principally for the purchase of equipment. Each expenditure must be approved by the President or the Academic Vice President to insure a direct relationship between the purpose of expenditure and academic quality.

The Excellence Fund has been most helpful in recruiting new faculty. We do not supplement salaries from the Excellence Fund, but we do pay travel costs of bringing faculty prospects to our campus where we can look them over, and if we like what we see, we can "sell them" on El Paso and our University. Before the Excellence Fund, we often had to be content with less satisfactory recruiting devices.

Few businessmen would consider recruiting a key employee from afar without a carefully prepared visit to enable the prospect and the organization to look one another over. And yet most faculty members at state colleges and universities are hired on a paper record, involving only biographical data and letters of recommen-
On Becoming a University

dation. The reason is simple: the State Legislature is not willing to appropriate travel money for persons who do not work for the state. Here is a splendid example of one way in which interstices in the financing of a state university may be filled by gift support.

I once telephoned the president of another public university in Texas, a friend of long standing, to gain his permission to talk with a member of his staff about joining us. He spoke well of the man in whom we were interested, said they would hate to lose him, but gave consent to our approaching him. I then indicated our intention of bringing the man to our campus for a visit. My friend the president was startled; where, he inquired, did we get money to bring in prospective faculty members for interviews? My response was that we do things right in El Paso. And indeed we do, when contributions to the Excellence Fund provide us the sinews with which to do a better job in recruiting faculty members.

Another highly constructive use of Excellence Fund resources has been the small sums allocated for departmental visits. In the beginning of my tenure, the remoteness of the institution from other centers of learning gave too few opportunities for our faculty specialists to foregather with fellow specialists from other universities. One way to counter this disadvantage is to send faculty members to professional conventions, but travel from El Paso is expensive. Another approach is periodically to bring distinguished people in for two- or three-day visits.

My favorite illustration of the usefulness of the Excellence Fund budget involves the recruitment as one of our first Benedict Professors of Professor Patrick Romanell. He first came to us as a departmental visitor to the Department of Philosophy. He was invited because the department judged him to be one of the outstanding men in the country in the field of Latin-American philosophy, a field in which we sought greater competence. This visit was financed from the Excellence Fund. As he prepared to return to his home at the University of Oklahoma, Dr. Romanell indicated to our department head, Dr. John Haddox, that he liked our academic atmosphere and might one day like to teach here.
I telephoned Dr. Romanell to inquire if he really meant it; he had not thought of joining us immediately, he said, but he was not averse to considering it. However, since on his previous visit he had taken the posture of a visitor, he could not consider the possibility of joining us without another visit as a prospective faculty member. Once again we used Excellence funds to finance a visit.

On that visit the prospects of persuading him to join us began to shape up. At least we got down to one final consideration; as a life-long scholar, he naturally had collected a sizable library and he needed help in moving it. Once again Excellence funds were used to help in moving his library. Thus in three separate ways we used Excellence funds to help us recruit a distinguished scholar.

If we had tried to recruit Dr. Romanell at home or at a national meeting, our efforts would surely have failed; with Excellence funds available, we succeeded. And the surest avenue to academic quality is the recruitment of scholarly and widely recognized professors. Two of the proudest moments of my official life in El Paso have been occasions when Chancellor Ransom publicly complimented me on the quality of the faculty members we had been recruiting.

Other examples of Excellence Fund expenditures include a loan program for faculty, whereby we encourage our most promising young teachers to get their doctorates by giving them financial assistance which is forgiven if they return here to teach, as most of them do; funds with which the Inter-American Institute extends our hands across the border; and underwriting the cost of bringing to our campus academic consultants and distinguished lecturers, many of them of international stature.

The executive officer of the Development Program is Assistant to the President Steele Jones, whose knowledge and perception of the area of his responsibility has grown prodigiously since he entered it. We have few positions on our campus that are more competently filled than is this one.
By examining these three facets of an emerging university's performance, one can at once arrive at an assessment of its penchant for growth, its institutional *joie de vivre*. If the Library is growing briskly, if research is widespread and spreading, and if graduate work is forging new programs, then the university is moving properly about its business. I would like for the progress of The University of Texas at El Paso in my day to be gauged by these measures.

**Library Progress**

On the last day of August, 1960, our Library lacked by 74 volumes having exactly 115,000 volumes. Its budget for that year was approximately $110,000.

By contrast, at the end of the 1966-1967 fiscal year, the Library had 225,618 volumes, and at the close of this fiscal year it is estimated that it will house 250,000 volumes.

The meager budget of 1960 has been increased substantially. This year the Library's budget from State appropriations alone totals $430,250. In addition, the Library receives, as it has for several years, a substantial sum from the Excellence Fund, individual gifts, and additional funds from Federal grants.

The growth of the Library represents one of the most important accomplishments of recent years. That the Library was even adequate for the needs of the small college of 1960 was due to the intelligent and careful administration of University Librarian Baxter Polk. For years, the Library budget had been small, and private contributions had been few.
Modest advances in financial support for the Library were achieved during my first three years here, and in 1963-1964, the Library budget passed the $200,000 figure for the first time, advancing to $238,000. It has increased steadily since that date, and its growth in resources and in services has increased accordingly.

Almost as important as the growth in financial and physical resources has been the growth of the Library’s professional staff, which has multiplied in number and in quality in recent years. No longer does the burden of purchasing, record keeping, and the serving of student and faculty needs fall upon the shoulders of the University Librarian and a small staff, many of them lacking in professional training.

Great advances have been made in acquiring books and other materials in support of our recently expanded graduate program. The number of periodicals housed by our Library has doubled since 1960. Microfilm holdings have tripled. In addition, excellent progress has been made since September, 1967, in establishing an archives section. Private papers and photographs relating to men and events of El Paso and to Southwestern history are being collected.

In September, 1966, our Library was designated as a depository library by the Superintendent of Documents, Washington, D. C. This was a major achievement, because it is against Federal policy to have two depository libraries in the same city and the El Paso Public Library already had that designation. Prior to the depository arrangement, the documents collection was estimated at some 8,000 volumes. Since then, more than 13,000 United States documents alone have been received.

During recent years the Library has received an increasingly larger number of books each year as gifts from alumni and friends. In addition, we have established a Library memorial fund which enables donors to establish endowed memorials for as little as $100. In return for each gift of $100 to this endowment fund, our Library promises to purchase one book each year in perpetuity in memory of the person in whose name the endowment is established. The
name of the person memorialized is placed in each book. I believe that within a few years this endowed memorial fund will total many thousands of dollars.

**The New Library Building**

A library is not only books; it is a location, an establishment, a place to go to be served. For some years our establishment has become less and less adequate for its growing task. Our planning has finally borne fruit: ready for occupancy this fall is our new Library Building. Discussion of the new building has centered on the measure in which its architecture may vary from our adaptation of Bhutanese to the exclusion of two other considerations: first, it will almost triple available library space; and, second, its beauty and striking appearance may very well win for us recognition by national architectural organizations as one of the best designed new buildings — at least, it has been entered in competition for such distinction.

Of all our accomplishments in my day here, I think my personal gratification runs as deeply in respect to Library progress as in any other program area.

**The University Research Institute**

With our decision following the Mission '73 Report to move along the route toward higher quality and university status, we perforce began to emphasize research as a part of the institution’s pattern.

One measure of this effort was the organization of a faculty committee, now known as “The University Research Institute,” which parcels out the portion of the Organized Research appropriation not going to truly organized research activities. This money goes in comparatively small amounts to approximately 50 faculty members each year in support of their individual research projects, for such purposes as secretarial help, special books, equipment, and in minor amounts for travel.

With the adoption of the present complex formula for organized research by the Commission on Higher Education, now the Co-
ordinating Board, larger amounts of money are available for this type of research support. Last year the Dean of the Graduate School was made chairman of the University Research Institute to accomplish a measure of administrative involvement in its affairs.

Organized Research Agencies

There are five formal organized research operations at U.T. El Paso, four of them deriving their support from the Legislative appropriation, and the fifth, the Schellenger Research Laboratories, subsisting almost entirely upon contract research from the Federal government.

In 1961 a group of friends of the revered Cap Kidd, former Dean of Engineering and of the School of Mines, constructed in his memory at the base of the mountain near the Engineering Building, the John W. Kidd Memorial Seismic Observatory. This installation, managed by Mr. Harold Slusher of the Physics Department, operates upon an exceedingly modest budget and brings real credit to the University.

All universities nowadays are coming to recognize the necessity of organizing for the study of their own internal administrative and academic problems. For some four years now we have had an Office of Institutional Studies, which was headed part-time by an Education professor and which henceforth will be headed by a person trained in higher educational research. The single biggest assignment of the OIS was the Self-Study prepared for the use of the Visiting Team of the Southern Association of Colleges and Schools. A substantial part of the work of OIS deals with the making of reports based on *ad hoc* investigations of various facets of the establishment at the request of faculty committees and administrative offices. It is expected that hereafter the office under its new director, Dr. Gary Brooks, will deal more fundamentally with evolving patterns of the University’s development.

The Bureau of Business and Economic Research was organized in September, 1963, in part at least to bridge the growing gap between economics and business administration. Its activities have not been extensive, running to the publication of the *El Paso*
Economic Review monthly and to occasional studies in depth of a specific economic or business problem. It has accepted the El Paso economy as its main area of concern and has received wide acclaim by the El Paso business community.

One of the limiting factors of its existence has been the preoccupation of its director, Dr. John Richards, with his duties as head of the Department of Economics and as dean of the School of Business Administration. Coming from the University of New Mexico next September as Director of the Bureau is Dr. Everett G. Dillman, whose broad training and experience augur a bright future in this area of research.

The Bureau of Public Affairs has been in existence for only one year, and it has suffered from the same disability as that of the Bureau of Business and Economic Research, namely, that its director, Dr. Kenneth Beasley, has other administrative duties as head of the Department of Political Science. This disadvantage was remedied in large part with the coming in June, 1968, of Dr. Howard D. Neighbor as Assistant Director.

This organization for governmental research has involved itself, for example, in a study of commercial airline service in El Paso at the behest of the El Paso city government and in an inquiry at the request of Chancellor Ransom into the feasibility of establishing a degree-program nursing school at U.T. El Paso. The Bureau tends more toward contract research than its companion bureau in business has thus far done.

Perhaps the largest single research effort at the University is Schellenger Research Laboratories. Schellenger, originally subsidized by a bequest of the widow of Newton C. Schellenger, first operated under the leadership of Professor Thomas G. Barnes and was largely tailored to his research specialty of sound in the high atmosphere. Its Federal contracts have averaged about one million dollars a year.

With the resignation of Professor Barnes from its directorship, Schellenger endured a period of contraction from which it is now emerging with a more varied system of Federal contracts, with greater emphasis upon research as opposed to problem solving, and
with a larger percentage of professors serving on a part-time basis. Dr. Joseph Lambert is providing the kind of direction that is bringing it to a sound level of operation.

*Executive Office of Contracts and Grants*

The operation of a university research agency being funded by governmental contracts is an exceedingly complex endeavor. Two bureaucracies when rubbed together, just as is the case with two Boy Scouts, inevitably produce sparks. Continuing friction between Schellenger and the Business Office led to the establishment of the Executive Office of Contracts and Grants, headed by Assistant to the President James B. Bacon.

The EOCG, while most of its work relates to Schellenger, is available to faculty members, departments, and research project groups. It provides them with knowledge about Federal programs, approaches to contracting agencies, and the preparation of proposals for contracts and grants. The agency has been a marked success in nearly every respect, and its location at the presidential level has obviated much of the conflict that characterized the early years of Schellenger Research Laboratories.

*Research Assignments*

Some six years ago, we established with Excellence Fund money a research professorship, whereunder a faculty member could be relieved of half his teaching load for a year or all of it for a semester to complete a research project. Professors apply to the Council of Deans, presided over by the Academic Vice President, outlining their projects and predicting the likelihood of its completion by the terminal date of the professorship. While we started with one such professorship per annum, there are sometimes more; in the 1967-1968 school year we had three. For several years now, after the start with Excellence Fund support, these professorships have been financed by appropriated funds. In addition to these formal assignments, we have frequently approved relief of a portion of teaching load to allow for research activity on an *ad hoc* and less formal basis.
Reduced teaching load is also accorded to Benedict Professors and to other members of the Graduate Faculty, since they are persons of proven ability and with established patterns for productive activity. There is continuing pressure for reduced teaching loads across the board, but, since faculty salary appropriations derive directly from semester credit hours enrolled for, and since reduction of teaching load almost inevitably results in a lower student-teacher ratio, the size of the faculty would have to rise and the average salary fall. Various proposals for load reduction have been considered, but to date no university-wide action has been taken.

When he was appointed to his position a year ago, Dean Edmund Coleman of the Graduate School was given the additional title of Director of Research. While high hopes were held for the development of this function, it thus far has fallen short of realization.

Expansion of Graduate Work

In 1960 and for some time thereafter, our institution offered master’s degree work in English, history, Spanish, and education. Graduate work will this fall be offered in seventeen disciplines, and work on several others is certain to follow.

The Graduate Faculty

The most significant development in the graduate area has been the extension of The University of Texas System Graduate School to encompass all of the component institutions in the System. Our Graduate Dean and two others are voting members of The University of Texas Graduate Faculty. Members of our faculty, by virtue of proven scholarship, are nominated here and elected in Austin as members of the University-wide Graduate Faculty. At first election we had four or five such members, and now we have twenty-five.

The seeds of discord are already sown into this sort of arrangement. Its very essence involves snobbery of the most virulent sort. Members seek to keep the group small to heighten its prestige;
JOSEPH M. RAY and JACK C. VOWELL
in the rotunda of the Administration Building
José Cisneros' Drawing of The New Library. Completed, Summer 1968
THE ADMINISTRATIVE COUNCIL

Seated: Dean Ray Small, Liberal Arts; Academic Vice President Milton Leech; President Joseph M. Ray; Executive Vice President Clyde J. Wingfield; Dean Lewis F. Hatch, Science; Dean John M. Richards, Business Administration.

Standing: Dean John W. McFarland, Education; Dean of Students Jimmy R. Walker; Dean Lonnie L. Abernethy, Engineering; Athletic Director George C. McCarty; Graduate Dean Edmund B. Coleman.
they resent the election of their “inferiors”; and the defeat of candidates for membership infuriates victims and protagonists and gives no real satisfaction to antagonists. Since the Graduate Faculty members have reason for existence only as a part of a University-wide establishment, they have no appreciable function at the institution. The members have recently organized into a system of committees, seeking to exert impact upon the institution’s affairs, but these committees lack faculty-wide sanction, and I predict for them only limited effectiveness.

The members of the Graduate Faculty had two choices of organization. They could have organized as a Graduate Faculty of the institution and as such constituted a true entity for it; or they could have set themselves up as an institution-wide Committee on Graduate Studies, resembling the departmental committees of the University at Austin, with a prime focus toward the University System. With the prevailing preoccupation with the prestige of membership per se, this latter option was chosen. This choice will almost certainly soon be reversed, for the pursuit of prestige for itself alone is an exceedingly sterile exercise and cannot long maintain the support of a large group of intelligent men.

It appears that we will soon abandon the institution-wide Committee on Graduate Studies and cast our lot with a University of Texas at El Paso Graduate Faculty, with little direct contact with the University-wide Graduate School. A University-wide Graduate School is a challenging and intriguing concept, but all great university graduate programs are unique, and efforts to force El Paso and Arlington forms into an Austin matrix will produce as much friction as it does synchronization.

Promise of Doctoral Programs

Whether U.T. El Paso will develop toward doctoral offerings is difficult to predict. A frontal attack on the issue would certainly fail. The Coordinating Board for the Texas College and University System has published its definition of a university, clearly indicating the offering of doctoral work as the prime criterion. It
identified The University of Texas at Austin, Texas A. & M. University, Texas Technological College, and the University of Houston as meeting its definition. It left North Texas State University and Texas Woman’s University in limbo despite their experience in offering of doctoral programs, and peremptorily directed the abandonment of doctoral work starting at East Texas State University. In the face of such posture, it is idle to contend for official acceptance of doctoral programs at El Paso.

There is one possibility that doctoral work can be developed. It involves further academic progress along lines already established in faculty and library development, and it capitalizes upon our membership in The University of Texas System. One evidence of the possibilities has already been indicated. The head of the Department of Civil Engineering has made arrangements with his opposite numbers on the Austin campus to help students here to advance their doctoral ambitions.

At least five conditions are essential before any such cooperation can succeed. The faculty here must be such as to command the complete respect of Austin counterparts; the Austin faculty must lay aside all thoughts of departmental or institutional jealousy or rivalry; a high spirit of the integrity of The University System will be needed on both campuses; a willingness to innovate in uncharted areas will have to prevail; and a delicate balance of deference and understanding will have to be maintained by all concerned.

It is too much to expect that all these conditions can be achieved among highly specialized professors and administrators department by department all across the board. In those areas where such arrangements can be made to function, the growth of this institution toward doctoral work will one day present to State officialdom a fait accompli—an institution already handling doctoral programs in full competence, with legal approval to come only as a matter of form. Again, the achievement of the goal in this fashion will involve continuing faculty and library growth and constant and continuing cultivation of contact with Austin.
ACADEMIC FREEDOM

The issue of academic freedom is often difficult for the citizen to appreciate; conversely, faculty members and students are frequently too readily inclined to deny to private citizens any right to involve themselves in the affairs of the University. The University and the community will need to accommodate to each other more effectively. My purpose here is to describe some of our experiences in such matters at U.T. El Paso and to make some general observations based upon them.

OPERATION ABOLITION

Our first cause célèbre in my time involved an English instructor who objected to a showing on campus of the film "Operation Abolition," because he felt that it distorted the facts of communist participation in San Francisco demonstrations against the Congressional Un-American Activities Committee. Downtown protest to his actions and writings was quite vociferous. A prominent local politician declared in a fairly large meeting which I attended that this instructor would go, even if it were the last thing he did; whereupon I, full of dignity and stuffiness, announced that I would have to withdraw from any downtown meeting at which the tenure of a member of our faculty was under discussion. We soon brought the meeting back to a more rational level, but that was the last meeting of its kind I ever attended.

The instructor and I had many spirited sessions, with me urging and insisting but not demanding that at least for awhile he be more discreet; ultimately he became so frustrated with me that he wrote to the Chancellor protesting my posture and quoting my use of the vernacular so accurately and scornfully that I, for once
and briefly, possessed the "giftie" which the poet Robert Burns valued so highly.

The "Operation Abolition" issue after awhile died of its own weight and was for the most part forgotten. The instructor received and accepted a job offer from a California institution; the last I heard from him was some two years after he departed, when he wrote requesting of me a statement that he had not been discharged here (which indeed he had not). His request for this assurance offered abundant evidence that his penchant for academic tenure trouble was still flourishing — and this, to be sure, is par for the course on the peripatetic protest pike he had chosen to travel.

A COMMIE

A second major tenure case began when a fellow member of the El Paso Rotary Club arrived at my office one morning to inform me, with just a suspicion of complacency, that one of our most distinguished professors was a communist. He had come by this knowledge, he told me, by overhearing talk among his son and other students to that dread effect.

I have invariably followed the policy of informing a faculty member of the nature of charges against him and of the names of his detractors. I am convinced that any person avowedly seeking to ruin a faculty member by bringing charges against him cannot expect anonymity. When I heard this charge, I asserted my confidence in the professor and telephoned requesting him to come to my office immediately. He was there within five minutes, and the charge was laid on the table with the three of us. There ensued one of the most spirited and delightful engagements the Good Lord has ever vouchsafed to me. Recollections of it still warm my heart. The alleged communist took us two Rotarians over the roller coaster and back again for three days.

On the third morning, my fellow-Rotarian appeared to tell me somewhat shamefacedly that he had a confession to make: he had named to me the wrong person; it was another professor who was
the communist. When I asked him to name the other professor, he demurred. With a most grievous charge but with no culprit to tack it to, the episode was promptly ended. The professor and I that afternoon had a quiet laugh. He was not finished with jousting, but he suddenly had the field to himself; the opposition had decamped.

PLAZA MARCHERS

Another major excursion onto the troubled and turbulent waters of academic freedom was precipitated by an assistant professor of history who felt so strongly about the nation’s involvement in Vietnam that he was compelled to lead a small group of protest marchers in the Plaza downtown on the day designated from some “unknown” source for such demonstrations worldwide.

The community uproar was truly deafening; almost all other business in my office was suspended for several weeks. The assistant professor’s tenure was established and his superiors in the department characterized him as an excellent faculty member—the kind we had all been seeking. I sent religiously to the “marcher” copies of all communications I received concerning him, so that he might be fully apprised about his critics. Several El Pasoans were so deeply concerned that they maintained continuing contact with me to insure that I not neglect my responsibility to discharge the professor in question.

In the early months of the developments, I was visited by a representative from the American Association of University Professors, apparently called in by our local chapter to make sure no damage was done to tenure rights. Since we were doing the only thing we could do, namely, protecting the man’s tenure, I felt we had no need for such a visit, but the representative was received as cordially as all visitors are.

The trouble was prolonged by the organization of a student group, under the assistant professor’s sponsorship, and this group continued in various ways to protest against the nation’s policy in Vietnam. Once when the student group set up tables to pass out
anti-war printed materials outside the doors of the Union, some 2,000 gathered to harass them. As I watched from my office window, the crowd grew, and I felt it my duty to go and urge the crowd to disband. I did so, I thought with fervor and eloquence, but when I viewed the scene once again from my window, I noted the crowd was larger and still growing. The only violence that ensued was an overturned table and spilled and scattered leaflets.

Some months later the assistant professor left for a position in California, and I was busy for a few more days accepting congratulations which were not due me and which I blush to admit I did little to disavow. After the pummeling and pounding a president takes in such a case, he is hungry enough for credit that he is tempted to accept even that which he does not deserve.

**NEW MEXICAN POLITICS**

Our most recent and most widely heralded academic freedom case involved an incursion into New Mexican politics. One of our sociology professors had been led by his research interest for some years into land title unrest in Northern New Mexico. He had done much research and writing among the *sans culotte* supporters of Reies Tijerina, whose claims to lands were based upon old Spanish land grants and claims of dispossession by fraud or sharpshooting.

The movement, growing more frenetic and frustrated, erupted into violence at Tierra Amarilla, with the wounding of Federal officials, the temporary seizure of the courthouse, and the subsequent flight into hiding of Tijerina and his supporters. Our professor was repeatedly besought by the Director of the New Mexico Office of Economic Opportunity, as the only person in whom Tijerina might have confidence, to come to Santa Fe and from there establish contact with Tijerina and persuade him to surrender. The professor performed as requested and after two days returned to his campus duties.

Complaints came to the effect that the professor’s activities were damaging to the institution. After checking with the Chancellor, the vice presidents and I met at length with the professor to prepare a report to the Chancellor. We concluded that while the
professor leaned toward activism in the area of his research interest, he had done nothing to warrant any change in his status at the University.

As has long been my practice, I related to the professor the names of the persons given to me as those who were urging that he be discharged. This information was then spread far and wide; I received letters from many parts of the country protesting any reprisals against the professor for his views or actions. The community of El Paso was much agitated by the case. The professor, who clearly had a strong taste for seeing and hearing his name in the news, managed to keep interest high for a prolonged time. The Board of Regents never really considered the case formally, and it died for want of official interest in it.

LONELY OLYMPUS

Protests against faculty members focus upon the president. As the personification of the institution in the public mind, he either must dissociate himself from the beleaguered professor and move against him, or he will have to bear the brunt of the criticism in the professor’s behalf; there is rarely any middle ground. The president’s job is thus a lonely one, and there is nowhere for him to turn for release from the pressures. If he succumbs to the pressures, his university is certainly ruined; if he does not, he himself must carry a major portion of the abuse and vilification.

One device which we have recently established to help relieve the pressures upon the President is the Faculty Committee on Academic Freedom, Tenure, and Responsibility. This Committee, elected by the Faculty Council, can advise the President on cases before him. Three recent reports from this Committee can illustrate the group’s usefulness. Regarding the professor involved with Reies Tijerina, the Committee advised:

The Faculty Committee on Academic Freedom, Tenure, and Responsibility believes the issues involved in the recent... controversy are of primary importance. The Committee feels, further, that community interest in the controversy is moribund rather than dead and that certain persons, dissatisfied with the outcome of the conflict, continue to express their dissatisfaction to the University and its officials. For these reasons,
the Committee (which came into existence before the original situation was resolved) considers it desirable to express its judgment on issues and outcome of the . . . controversy, and to comment on its implications in discharge of the Committee's proper and assigned role.

The Committee has fully discussed the problems raised and has carefully reviewed the actions taken and statements publicly made about [the professor]. The result of our review of the evidence is complete endorsement of President Joseph M. Ray's judgment that [the professor's] involvement in the Reies Tijerina affair, his actions in New Mexico and his relations with that state's government, provide no ground whatsoever for any formal machinations with a view to possible discipline or dismissal. There is not, in the Committee's view, any evidence on record of other activities of [the professor], including his publications and his whole course of relations with Latin-Americans and their problems, either in New Mexico or in South El Paso, which could constitute a case against him or a ground for further inquiry into his conduct as a member of the faculty. Dr. Ray made it positively clear that [the professor] had in his role as teacher and scholar done nothing in conflict with established principles of academic freedom and responsibility. The Committee found President Ray's construction of law and principle impeccable, his application to the facts of the case unassailable, and his fulfillment of his presidential obligation toward University and community as principled as it was obligatory by reason of office.

And in connection with a student invitation to Professor Harry Edwards of San José State College, who is leading the Negro boycott of the Mexico City Olympics, to appear on campus, the Faculty Committee on Academic Freedom, Tenure, and Responsibility advised me on April 2, 1968, as follows:

In accordance with that part of its recently published declaration of principles relating to student freedom and responsibility, the Faculty Committee on Faculty Freedom, Tenure, and Responsibility at The University of Texas at El Paso endorses the engagement of Harry Edwards, Assistant Professor of Sociology at San José State College in California, to speak on the campus on April 6 and 7.

Acting completely within the rules of the Board of Regents of The University of Texas as well as those of The University of Texas at El Paso, the Student Association of the University and the newly-formed Afro-American Student's Organization have invited Professor Edwards to give the keynote address at a convention of college students to be held on campus.

An exemplary student as well as athlete, Professor Edwards graduated from San José College with a Bachelor of Arts degree and was awarded
a Woodrow Wilson Fellowship for his outstanding scholastic record. After receiving a Master's degree in Sociology from Cornell University, he returned to San José College to teach in the Sociology Department and has won the respect if not the full approval of his colleagues.

Because of his background in the ghetto and his study of race relations at Cornell University, Professor Edwards has become preoccupied with the search to win freedom for the Negro in America. To do this, he has substituted the Olympic boycott movement for violence as a way of calling attention to the Negro's plight in America. "Harry Edwards," says San José College President Robert D. Clark, "wants action and justice for his people. He's trying to accomplish that without violence."

In view of these circumstances, it is the opinion of this Committee that a refusal to allow Professor Edwards to appear on this campus in the manner described above would be a flagrant violation of academic freedom.

In April, 1968, a student group announced its intention of inviting Reies Tijerina, mentioned above in connection with Northern New Mexico land grant claims, to speak on the campus. Student Dean Jimmy Walker ruled that Reies Tijerina's recent record brings him under the proscription of the Rules of the Board of Regents against campus appearances by persons advocating displacement of our established government. I requested the Committee on Academic Freedom, Tenure, and Responsibility for an opinion concerning the propriety of the Dean's action. The opinion, dated April 25, 1968, follows:

The Committee on Academic Freedom, Tenure, and Responsibility of The University of Texas at El Paso upholds the interpretation of the rules of the Board of Regents of The University of Texas System, made by Dean Jimmy Walker, which prohibits Mr. Reies Tijerina from speaking on the campus of this University.

In a conference with certain student leaders, Dean Walker and Mr. Tom Chism, director of student activities, advised that Mr. Tijerina could not be invited to address an on-campus student conference. Dean Walker and Mr. Chism expressed their opinion that Mr. Tijerina's past activities and tangled present legal situation precluded him from such an on-campus appearance. The opinion was based on the rules of the Board of Regents, Part I, Chapter VI, Article 7, Section 26. The Committee is of the opinion that this interpretation of the rules is manifestly correct. The Committee was happy to learn that the students who made the request for an interpretation of the rules accepted Dean Walker's decision without further ado.
Subsequently, however, students representing the same group and concerned with the same conference, raised an additional question with Dean Walker. The question was concerned with whether it would be possible for Mr. Tijerina to attend on-campus discussions or round-table sessions of the conference. There he would be questioned by interested students and would give such answers as he chose. While the Committee does not intend to answer hypothetical questions, it does take the position that to allow Mr. Tijerina to join in the conference in such a manner as described would be an evasion of the same Board of Regents’ rules previously interpreted.

The Committee is of the firm opinion that neither Dean Walker nor any other responsible administrator could properly give sanction to such a course of action. Those knowingly involved in such a course would, in the Committee’s judgment, be guilty, though possibly in varying degrees, of violation of the Regent’s rules and would thus be subject to such penalties as might follow.

The Committee is aware that students may well feel that in certain present-day situations, they can benefit from information and portrayals of attitudes only by hearing and questioning leaders of activist movements. Some such leaders may be unavailable to them on campus under the Regent’s rules. Under such circumstances, it would be proper for the interested students to petition the Board of Regents for modifications of their regulations or further and more specific interpretations of these rules. Such a course is warranted as a means of seeking solutions to genuine problems within a constitutional system. However, attempted nullification of those rules by overt disobedience or evasion is, without question, inadvisable as tending to aggravate rather than cure the ills complained of.

THE NUB OF THE PROBLEM

Since the beginning of higher education as we know it, there has been an active community interest in the views and activities of faculty members and students. This natural phenomenon is compounded here by the proprietary feeling within the community about our university. “Our children should not be taught by a revolutionary or a radical like him.” “Students afar may demonstrate, but surely they can be prevented from doing so at our university.” “The President and other officials should impose strong discipline to maintain decorum,” as defined by the persons making complaints.

People must come to realize that a university is a place where the truth is sought and taught, and almost by definition disagree-
ments will arise as to what truth is. Members of the general community cannot by *ipse dixit* accomplish the discharge of a faculty member. Only the Board of Regents can discharge a member of the faculty, and, even when this is done by the Board, strict procedures must be followed.

In my eight years with The University of Texas System, to my knowledge not a single professor holding a position of tenure has been formally discharged from any one of the University's many campuses because of views or activities in connection with views. The community would do well, therefore, to accept this fact and the companion fact that a university of necessity will contain faculty members and students whose views and activities meet with less than universal community acceptance. Even when there is strong disagreement, we may take a perverse pride in the way our University is coming to resemble in this as in other ways the great universities of the nation.

Academic freedom is an essential ingredient in the formula for a university. Without it there is no university. All challenges against it in my day here have been without avail, and this must continue to be true if we are to continue to bear our name proudly. It is a free country, and I would not argue against strong disagreement, academic freedom or no. But when disagreement is expressed in terms of demands for dismissal, the University has only one choice — a choice that was made for it long ago in ways that wove it into the warp and woof of the very name "university."
VI

STUDENTS

Faculty members, townspeople, and students sometimes entertain misapprehensions concerning the University. Occasionally a professor gives evidence of an anti-student bias. He appears to feel that students are put here on earth to plague him and to try to take advantage of him. We can be thankful that there are few of these, fewer I believe than there were in my youth.

In a variety of other ways one can sometimes see evidence of an attitude that the student is a utility device to enhance the professor’s progress toward self-expression. Primacy among the professor’s motivations often goes to his research and to other ways of earning recognition at the expense of his obligation to provide a constructive learning situation for his students.

The teacher’s prime obligation is to the student. All other activities he might engage in fall short of their purpose if they do not contribute in some measure to his posture with his students. The student is the professor’s raison d’être. The students are why we are here, and our every thought, plan, and action should take form in the matrix of that basic fact.

One basic misconception often held by townspeople in the university town is that university students are children. They are not; they are men and women. I once heard a graybeard educator exclaim, “If they won’t behave like ladies and gentlemen, we ought to make them behave like ladies and gentlemen!” There is in this attitude a fundamental contradiction. Parents often continue to regard them as children; but we in the University deal with them as adults. To be sure, individuals among the staff and faculty occasionally lapse into ambivalence on this issue, but all of us recognize almost instinctively that university life would be impossible except among adults.
Freshmen are usually just trying their wings for the first time, but they solo in short order and begin to take pride in their independence. The old concept of the university’s obligation *in loco parentis* is long gone.

Students are sometimes restive under official university regimen and complain of arbitrary treatment. They must recognize that their status is that of beneficiaries of a privilege bestowed by the state. In the bestowal of this beneficence, the state empowers boards of regents, administrators, and faculties to establish rules for the institution’s convenience and to achieve orderliness in its regular processes.

The sanctions by which conformance is enforced are the course grade and the opportunity to continue in the institution. Under the course grade sanction, justice is not always administered absolutely evenly, because each professor is for the most part the court of last resort. In the process of student discipline at the hands of a faculty committee, however, I am convinced there is no more even-handed justice administered anywhere in the civilized world. In a long professional career I have never known justice to mis-carry substantially.

Thus the professor should stay constantly aware that the student is his reason for being here, the general public needs to understand that our posture *vis a vis* students must be as adults on both sides, and freely spirited students must keep in mind that, as recipients of a valuable state service, they must accommodate to its convenience and to its need for orderly behavior.

**Students and Community**

A university is a place where people specialize in the pursuit of truth. Since there is often disagreement about what the truth really is, to achieve an environment necessary for this exercise there must be freedom of expression and communication. Without this freedom, one sometimes cannot tell truth from fiction, and teaching and learning are stifled. The need for freedom is just as broad as are all the fields of knowledge.
Absolute freedom is of course not consistent with good order, and a university must maintain a modest decorum if its important work is to advance. It must establish a balance between maximum freedom and necessary order. The student by accepting university status does not forfeit his rights of citizenship. The public university may not deny the student his right to education in a university because of his political activities, religious convictions, or other lawful behavior patterns. The student’s sole obligation is to help maintain a measure of order on campus.

Within the past decade, student activism has increased on the American college campus. In my youth, students were largely preoccupied with laying the groundwork for their own careers. Nowadays in many cases their thoughts turn more often toward discussion of and sometimes debate about public policy. They want a greater voice in the affairs of their university and in the making of public policy in the community, state, and nation. In a free country they cannot be denied lawful advocacy of their convictions.

A massive effort was mounted about eighteen months ago, among all national organizations dealing with university students and with academic freedom, to consider the touchy problem of the proper balance between control and freedom. Universal agreement has been reached on several facets of the problem: freedom of inquiry and of speech are essential to intellectual growth; students must be free to form organizations and the organizations free to invite speakers to the campus; students have a right to attend the public institution and the right to due process in any effort to oust them from the university. This constitutes a tremendous change from the days when most of us elder citizens were students.

The university of today has become in many ways an instrument of social policy; it has become an arena in which students, still free from the commitments of established careers, can choose somewhat capriciously from the grab bag of conflicting values. Most students are not involved in politics and therefore are not activists. Indeed, this is true of society as a whole, and the campus in this respect simply reflects the society from which it derives.
It is vital both to society as a whole and to students especially that the political and social bent be nourished and allowed to flourish if the problems of a free people are to be solved.

Some insist that students are just like they used to be; that campus disturbance, demonstration, and riot result from soft administration; and that, if the presidents and deans would just step on the rowdies hard, all this student “nonsense” could be stamped out. The best answer to this assumption is that student activism is present at every first-class university in the country, and that it is unrealistic to assume that all university officials are soft with students.

The University of Texas at El Paso has made a choice. It could have chosen to become a large community college with mediocre faculty and students; it chose, on the unanimous advice of the 37 community leaders who constituted the membership of Mission '73, to become a university. When it did so, it committed itself to a quality faculty and to a cosmopolitan student body. When this choice was made, U.T. El Paso espoused a system of values which is not infrequently at variance with that of many of the people of El Paso.

It is not easy for the community or for the university to adapt completely to the consequences of this choice. Students from afar come with strange dress and behavior. Faculty members also may vary from local patterns. Indeed, I sometimes marvel that a university and its community get along as well as they do. El Paso itself is going to have to do some adjusting to the students and faculty of the future.

On the other hand students will have to recognize that our University can have no existence separate from our community. Rebelliousness directed at “downtown interference” frequently reflects poor judgment. The tie between El Paso and The University of Texas at El Paso is an umbilicus that can never be severed.

Furthermore, our institution will prosper or falter in terms of the hackneyed word “image.” If we have a favorable image, our University will do well; if the image is bad, and students can make it good or bad, we have hit upon evil days. Students by irrespon-
sible and willful word or deed can hamper the realization of our
dream. I submit that they, within the limits of truth as they see
it, are obligated to curb intemperance in the interest of the welfare
of our University.

Selective Admissions

MISSION '73 recommended a policy of selective admissions, pri-
marily as a device to raise the academic level of the student body.
The Faculty Council worked out the policy, based largely upon
that of The University of Texas at Austin, and the Board of Regents
approved it. Candidates for admission graduating in the top half
of their high school classes may be admitted with the combined
score of 700 on the College Entrance Examination Board's Scho-
lastic Aptitude Test, and others may be admitted with the com-
bined score of 800. If they cannot qualify under these terms, they
may gain admission by earning grades of C in all courses attempted
in either the first or both of the two six-week summer terms or in
the spring semester.

Despite our misgivings lest a public institution such as ours
might be criticized for such a policy, the system has worked re-
markably well. Few applicants for admission have protested de-
cisions. In one case, a young lady, after failing to qualify in the
summer school, attempted to register in the fall semester with the
full knowledge of her ineligibility, but when the institution held
firm, the effort was abandoned. In another instance, a parent
appealed to members of the Board of Regents and to Federal
agencies interested in furthering the advantages of Latin Amer-
icans. In general, exceptions and variations of the rules have been
made only by the decision of the Admissions Review Board, com-
posed of the Academic Vice-President, the academic deans, and
the Registrar.

Quantity and Quality

I have mentioned at other places in this volume several "high-
lights," milestones, accomplishments, or indicators of progress dur-
ing my tenure as president. None of them stand higher than those
which provide evidence of a substantial growth in quality of our student body.

I can hardly claim credit for the growth in the student population, natural forces exerting more influence in that direction than I, and unmistakably our University’s population has grown and rapidly. There were 4,084 students enrolled in the fall of 1960. Enrollment grew in two years to 5,449, and in two more years to 6,632. Last fall we had 9,029. In the fall of 1968 we expect more than 10,000.

But it is to the growth in quality of the student body to which I look most proudly. Before we began the selective admissions program approximately one half (52.2 per cent) of our entering freshmen in the fall semester were in the top half of their graduating classes. In 1963-1964, that figure was changed dramatically. That fall, 63.7 per cent of our entering freshmen were from the top half of their high school classes, and 34 per cent of those were from the top quarter. That figure held up for one more year, then jumped in 1965-1966, when 66.7 per cent were from the upper half of their high school classes, and 37 per cent of those freshmen were from the upper quarter. In 1966-1967, the last year for which we have statistics, the percentages increased to 68.2 per cent.

An even better indicator of the rise in student quality is the average test scores posted on the College Entrance Examination Board Scholastic Aptitude Test by entering freshmen. Year by year, from 1962-1963 onward, the advance of the average SAT scores of our entering freshmen was as follows: 815, 849, 849, 909, 907.

As noted above, provisional students can be admitted during the spring or summer and prove their ability and motivation to do acceptable college-level work. If they succeed, they may continue without provisional status. If they do not meet the minimum standards, their provisional status is cancelled. Most such students do not succeed in removing provisional status. As few as 12 per cent have made good in their try at our University, although the record has been improving of late. Last summer (1967), 42 per cent were cleared. Even higher standards are being instituted, however, and
I predict the percentage of those failing in this sense will increase.

The desire to improve the quality of the student body is not a manifestation of snobbery. The university which has a higher quality student body is a better university. In the fall semester at the time I came here, approximately 45 per cent of our students were freshmen. A substantial portion of these came to the institution just because it was the socially acceptable thing to do, knowing well that they lacked either motivation, or ability, or both, to succeed here. We need no great research to prove that a freshman English class, for example, composed of ten capable students and ten who will be in the university just long enough to fail out, is not a good class. The ten poorer students will demand the most of the teacher's attention and drag down the class level.

Any student profits in a variety of social ways from a year at the university. But it is our obligation, as the managers of a state program, to get as much as we can for the state's dollar. We desperately need to do the very best we can academically by those best capable of profiting from our service. From among these, after all, will come nearly all of the leadership of tomorrow, and there is no more important work than the task of preparing them for that high responsibility.
The Inter-American Institute of The University of Texas at El Paso was established in 1962 as an association of faculty members from some fifteen academic disciplines. Under the general coordination of a director, the Institute serves as a vehicle for the promotion and development of the Latin American studies curriculum, faculty research in or about Latin America, and administrative coordination of related research, service, or academic projects. A nine-member executive committee appointed by the director from the faculty serves as a policy-making body.

Because of its privileged location on the U.S.-Mexico border, The University of Texas at El Paso has been involved in Latin America for most of its history. More than thirty years ago, as the Texas College of Mines, it regularly conducted summer study tours in Mexico; later, in 1950, it actively supported a short-lived international organization of teachers from the border area which that year held its first meeting in Chihuahua City. It was not, however, until the establishment of the Inter-American Institute in 1962, that the inter-American activities of the institution gained official status and financial support.

The initial impetus of the Inter-American Institute came in large measure from the stimulation given to Latin American affairs on the campus by the highly successful Colombian seminars. These seminars, as well as numerous other projects that drew upon a wide variety of interests and talents within the University in the past six years, are briefly sketched in the following pages.

**Colombian Seminars**

Dr. Jacob Canter of the State Department’s Bureau of Educational and Cultural Affairs termed our Seminars on University
Affairs for Colombian University Educators as “one of the most significant undertakings of the U.S.-Latin American Exchange Program to date.” These seminars were held jointly by The University of Texas at El Paso and the Colombian Association of Universities. They probably represent the most ambitious undertaking of the Institute to date. The project was financed jointly by the latter organization and by the U. S. Office of Education.

In the six seminars, which were held alternately in El Paso and in several cities of Colombia, American and Colombian educators met to make critical appraisal of mutual problems and to exchange ideas for the improvement of higher education. At the end of each of the six seminars, the Colombian educators met to draw up an official report and to make recommendations to the Colombian Association of Universities regarding suggested modifications of administrative and educational practices in Colombian institutions of higher learning.

In format, the seminars consisted of daily morning and afternoon sessions in which distinguished educators from both countries spoke on topics pertaining to the seminar’s theme. Each lecture was followed by discussion. Visits to representative U. S. educational institutions in several states formed part of each of the seminars held in the United States.

In 1962, the first two seminars of the series, held respectively in El Paso and Ibagué, Colombia, dealt with student affairs in the university; the third and fourth seminars, held respectively in El Paso and Pasto, had academic affairs as their theme; and the final two seminars, held in El Paso and Cartagena, took up financial problems and public relations in higher education.

These conferences grew out of friendships, formed by Dr. Clyde E. Kelsey, the able first Director of the Inter-American Institute, when he was on a Fulbright fellowship in Colombia in 1960-1961. In appreciation for these and other services to Colombian higher education, Dr. Kelsey was honored by being named to the Order of San Carlos by the Colombian government, and the University was given a gold plaque in appreciation of its services.
**Internship in University Administration**

As a direct result of interest stimulated by the Colombian Seminars, the University of the Andes at Bogotá sent to The University of Texas at El Paso its Secretary-General, Dr. Julio Zuloaga, for an extended internship in university administration. Dr. Zuloaga was on campus for nine months studying administrative procedures, testing, registration methods, student housing, and counseling and guidance programs. In addition to attending classes, he participated as an intern in the work of the offices of the Registrar, Director of Admissions, Dean of Students, and the Counseling Center.

**Colombian Peace Corps Project**

Under this project, which was closely related to the Colombian Seminars, The University of Texas at El Paso trained some 67 Peace Corps Volunteers for work in Colombia as teachers of physical education and of English as a Second Language. This training project was strongly supported by the chairmen and personnel of the several departments giving instruction to the trainees.

**Northwestern Mexico Exchanges**

In 1963-1965 several series of seminars on public school teacher training were held in Chihuahua City jointly by the Inter-American Institute and the State Department of Education of Chihuahua. Representatives of The University of Texas at El Paso held several meetings in Chihuahua with teachers and students of the Chihuahua State Normal School. These seminars have since become a permanent annual feature of the Inter-American Institute's work. The most recent one was held on our campus in 1967 under the direction of our Dean of Education, Dr. John McFarland.

In August, 1964, at the request of the United States Office of Education, the Inter-American Institute extended hospitality and gave orientation lectures on United States elementary, secondary, and higher education to a group of Chihuahua State Normal School student-teachers who, together with one of their instructors, were
Internship in University Administration

As a direct result of interest stimulated by the Colombian Seminars, the University of the Andes at Bogotá sent to The University of Texas at El Paso its Secretary-General, Dr. Julio Zuloaga, for an extended internship in university administration. Dr. Zuloaga was on campus for nine months studying administrative procedures, testing, registration methods, student housing, and counseling and guidance programs. In addition to attending classes, he participated as an intern in the work of the offices of the Registrar, Director of Admissions, Dean of Students, and the Counseling Center.

Colombian Peace Corps Project

Under this project, which was closely related to the Colombian Seminars, The University of Texas at El Paso trained some 67 Peace Corps Volunteers for work in Colombia as teachers of physical education and of English as a Second Language. This training project was strongly supported by the chairmen and personnel of the several departments giving instruction to the trainees.

Northwestern Mexico Exchanges

In 1963-1965 several series of seminars on public school teacher training were held in Chihuahua City jointly by the Inter-American Institute and the State Department of Education of Chihuahua. Representatives of The University of Texas at El Paso held several meetings in Chihuahua with teachers and students of the Chihuahua State Normal School. These seminars have since become a permanent annual feature of the Inter-American Institute's work. The most recent one was held on our campus in 1967 under the direction of our Dean of Education, Dr. John McFarland.

In August, 1964, at the request of the United States Office of Education, the Inter-American Institute extended hospitality and gave orientation lectures on United States elementary, secondary, and higher education to a group of Chihuahua State Normal School student-teachers who, together with one of their instructors, were
beginning a thirty-day tour of United States educational institutions sponsored by the United States Information Service. Participating here were the Departments of Education, Sociology, and Modern Languages.

In 1965, at the request of the United States Office of Education, the University sent representatives to lecture for a five-day period on U. S. education at a seminar at the Coahuila State Normal School in Saltillo. Later in the same year Professors Wiltz Harrison and John Sharp went to Hermosillo, Sonora, at the request of the United States Office of Education, to lecture on fine arts and foreign languages at the Sonora State Normal School and at the University of Sonora.

**University of Chihuahua Exchanges**

Exchanges with the University of Chihuahua have been so numerous that they can be described here only in cursory fashion. The exchange program between the two institutions was initiated at the request of Dr. Carlos Villamar, then Rector of the University of Chihuahua.

A system of faculty exchange lectures was set up, under which distinguished educators and scholars of The University of Texas at El Paso and the University of Chihuahua have exchanged lectures in a wide variety of disciplines. On our campus, for example, we have had the privilege of hearing Dr. Javier Alvarez, noted anthropologist and specialist in Indian education in Chihuahua, and Dr. Fuentes Mares, nationally known Mexican historian; while Professors Haddox of Philosophy, Timmons of History, Barrientos of Psychology, and Sharp of Modern Languages have given lectures both on our campus and at the University of Chihuahua.

Numerous exchanges in the fine arts have taken place between the two universities. Students from our Department of Art held an exhibition of painting and sculpture in downtown Chihuahua under the sponsorship of the University of Chihuahua in 1964; our Department of Music sent its chorus on tour to Chihuahua and to the neighboring states of Coahuila and Sonora that same year. Paintings by students and community artists of Chihuahua
were displayed in our Student Union Building in 1964 and 1965; and we received from the University of Chihuahua performances presented by student chorus and the folk dance group of that institution. A drama production from U.T. El Paso was presented in Chihuahua last year.

Professors Ray Past and Lurline Coltharp, both of U.T. El Paso’s English Department, organized and held workshops in English as a Second Language, under the sponsorship of the Inter-American Institute and the United States Information Service, for the training of teachers in the three universities of Durango, Chihuahua, and Sinaloa. Mexican teachers attending these training projects received instruction in audio-lingual methods for the teaching of English. This program worked in close cooperation with United States Information Centers in Mexico.

**ICHES Exchanges**

In 1963, the collaboration of the Inter-American Institute was requested by the Instituto Chihuahuense de Estudios Sociales, a nonpolitical group of Chihuahua business and professional men interested in seeking solutions to some of Mexico’s pressing social problems, such as housing, food, and employment through free enterprise methods. It is the belief of ICHES that the well-to-do in Mexico must take an enlightened interest in the lot of their less fortunate countrymen. The ICHES held on our campus in 1963 a seminar for the information of El Pasoans; and in 1963, 1964, and 1965, representatives of U.T. El Paso were invited to attend the annual ICHES Conference in Chihuahua. Cooperation between this organization, which has come to wield great influence in Chihuahua, and our institution has continued on a rising scale.

**Bolivian Exchange in Political Science**

While holding a Fulbright Fellowship for study and research in regard to Latin American municipal government in Cochabamba, Bolivia, Dr. Leonard Cárdenas of the Department of Political Science undertook the first steps in the development of a continuing exchange between the law school at San Simon University
On Becoming a University

and The University of Texas at El Paso. Under terms of the agreement, a professor from our Department of Political Science each year goes to Cochabamba to teach and to research, while Cochabamba annually sends graduate students to study public administration at U.T. El Paso. This program, initiated in 1965 and financed by the State Department, has met with noteworthy success.

Teaching, Research, and Publication

Of direct impact upon the Inter-American Institute is the bachelor’s degree program offered in Inter-American Studies, with emphasis on Business-Economics, Political Science, History, or Modern Languages. This year the Institute has compared our degree program with those of all other universities offering degrees in Latin American Studies. This study shows that our program is among the three or four most ambitious and rigorous in the nation.

Since the conventional procedures for placing graduates from most other degree programs are not appropriate for most Inter-American Studies majors, the Institute has initiated a study of employment possibilities for graduates. Letters of inquiry and reports of degree requirements have been sent to 100 companies which have branches in Latin America. Queries have gone to several government agencies, and information regarding employment has been received. Information on scholarships, fellowships, and assistantships concerning graduate programs in other universities has been collected. Discussions have been held concerning the establishment of a master’s degree program in this field.

Faculty members associated with the Inter-American Institute are presently engaged in Latin American-related research, although none of this research is sponsored by the Institute. Two proposals have been made by the Institute Director to the U.S.-Mexico Boundary Commission for border research. In this and in other cases, however, government and foundation funds for research on Latin America have recently been notably reduced.

The most promising hope seems to be cooperative research with
other Southwestern universities. Proposals made recently by members of the Institute have been quite favorably received by a group of representatives of such universities.

In the past year, members of the Institute have published books and articles related to Latin America. The Institute Director, Dr. Chester Christian, has received expressions of interest on the part of several publishers in a book he is writing on contemporary Latin American cultures. Such publication is on an individual basis, but an attempt is being made to develop a system by means of which publications in the Latin American area would be sponsored by the Institute. A directory of Latin American publishers is being compiled for this purpose.

The Broad Front

Since the Inter-American Institute represents the Latin American interests of The University of Texas at El Paso, it becomes responsible for contacts with a large variety of groups, individuals, and institutions. These include universities, governmental officials, and various types of organizations in Latin America. This responsibility also extends to persons and organizations in the United States who are connected with or interested in Latin America. There are frequent contacts with individuals and organizations in Ciudad Juárez and Chihuahua. Many visitors from countries such as Brazil, Chile, Venezuela, Peru, and Colombia make it a point to visit this University because of its border location. The Institute in this fashion serves the interests of the University as a whole.

Since the strength of the Latin American studies program in El Paso lies to a great extent in the border location, the Institute becomes involved in all programs which relate to Hispanic language, culture, or institutions in the Southwestern United States. To this end, there is close cooperation with the Southwest Council on Bilingual Education. At present, plans are being made for a conference next November on languages and cultures of the Southwest. With the organization of an association, probably soon, this type of activity will in all likelihood be greatly expanded.
The Institute has initiated a weekly program in Spanish which has presented drama, poetry, music, painting, archaeology, and other cultural programs, with participants from Chihuahua, Juárez, El Paso, and the University. Most of these programs have been presented to capacity audiences. They create interest in Latin America, in the academic program of Inter-American Studies, and they establish contact with Mexican individuals and institutions.

Conclusions

With these myriad contacts one can gain the impression that the Inter-American Institute is a juggernaut that moves the entire institution toward an inter-American orientation. This is hardly the case. Several clarifying comments are in order.

In the first place, the program is aimed toward foreign countries and not toward the Latin-American citizens in our midst. The University is involved in a multitude of ways with the American citizens of Mexican extraction in our border area, but these problems do not relate directly to the Inter-American Institute.

Secondly, extensive relationships with foreign countries require financing, and the outright allocation of funds appropriated for our educational program can hardly be diverted toward carrying on international contacts and relationships. Nearly all of our programs that require financing have been under contracts with the government; for example, the Colombian Peace Corps program and the exchange program in Bolivia. Even the extensive and expensive Colombian University Seminars were financed by Colombia, using Alliance for Progress money that derived originally from the United States government.

In the Institute’s early days, Director Clyde Kelsey received his salary as Dean of Students and carried this function as an additional duty. The same situation prevailed for the Assistant Director, Dr. John Sharp, who devoted staggering numbers of hours in administration and as interpreter to help overcome the language barrier. The second Director, Dr. Ray Past, was in the budget as Professor of English, and his work here was a labor of love and sense of duty.
In the budget for the present year for the first time, half of the salary of Dr. Chester Christian, the present Director, is paid from a small legislative appropriation for the Institute; his other function is that of Associate Professor of Modern Languages.

Much of the activity of the Inter-American Institute has been financed out of the $7,500 annual allocation from the Excellence Fund; when, for example, Professors Past and Coltharp taught a week-long seminar in English as a Second Language for the University of Sinaloa at Culiacan, they received travel expenses from this budget item, and no other remuneration for the special duty.

If we had a huge budget for the Institute, we could pay salaries for staff members and pursue on-going programs involving daily application. Now we can operate only such projects as Washington considers worthwhile and is willing to finance. If we had full program financing, the Director would then be a true executive, and we would not need to operate with a loose collection of faculty members working more or less on a volunteer basis. As it is, most of the credit for our successes to date must go to interested faculty members who, out of professional pride and sense of duty, cooperatively weave the pattern of the Institute's accomplishments.
ATHLETICS

Many academicians are contemptuous of athletics and some take pride in actions designed to embarrass the program. All educational administrators, however, must perforce recognize that athletics is the common denominator that unites and integrates all or at least most of those with whom a favorable image is essential.

The difficulties besetting the President are greatly eased when the athletic program is successful. This is not a basic truth which has somehow been miraculously revealed to me. It is rather a social phenomenon which American civilization has produced.

A corollary to this phenomenon, if indeed it is not the point itself, is that the general public is a part of the athletic program. Many supporters of athletics have miniscule interest in and appreciation of the academic program. Large numbers are willing to make contributions to support the athletic program. Enthusiasms for athletics resemble in many ways the Chamber of Commerce syndrome: this is our team, its successes do us credit, its failures embarrass us, and ignominy is not to be tolerated.

It is gross oversimplification of the point to say that when private citizens contribute to athletic fund drives, they purchase a share in program management. Often the most importunate would-be sharer in management has only gall grounded in community interest as his fulcrum. This point is rather that athletics is one of the most intriguing and consuming aspects of available public entertainment. Loyalties often develop gargantuan proportions and not infrequently transcend more important and more significant considerations.

Some people are convinced that a much more appropriate arrangement would be teams composed of college men and playing
Bobby Joe Hill seizing the ball from a University of Kentucky player in the championship game of the NCAA playoffs, 1966
in the name of the city. The principal drawback to such an arrange-
ment is that Class C professional athletics does not draw wide-
spread interest. In any event, the point is idle, because the national
pattern is set and a university president here or there can do little
to accomplish major readjustments in national mores.

There is in collegiate athletics a constant straining to compete
at more prestigious levels. This is especially true for football. In
baseball it does not matter greatly if we schedule a small Minnesota
school on tour. In athletic management one hears constantly that
we should not play this or that institution because a win would
bring us no credit and any loss is an embarrassment. Each of the ten
annual football games must be made to count as much as possible.

Another fact of life in the operation of an athletic program is
the almost irresistible force driving toward upgrading the program.
No matter what the level of the program, all interested persons
who are influential seek to make it bigger and better. The result
is an ever-increasing budget and the devising of more effective,
and expensive, ways of doing things. By the nature of the beast,
if we this year should come by an extra hundred thousand dollars,
by next year we would have adjusted to the new financial level
and soon again be crying for additional budget.

In my day here, I can clearly recall our goal of a $400,000 athletic
budget — to enable us better to compete with the teams we wanted
to play. Now that we have reached and passed that long-sought
pinnacle, we find our competitive position little altered, since some
of our conference members have athletic budgets two or three
times larger.

The ubiquity of sports writers and announcers on the newspaper
and television reportorial staffs contributes an urgency to the ad-
ministration of the athletic program that does not pertain in other
university matters. The need, for example, to procure regental ap-
proval for the appointment of a new coach does not fit the athletic
pattern. The sports reporters have long since made yesterday's
news of such a morsel before so ponderous a bureaucratic process
can be accomplished.
Most university presidents came to their positions by way of the classroom. There is little in an academic man's background to prepare him for the public relations aspect of his athletic responsibilities; but it is essential that he be an academic man, lest the public pressures affecting athletics lead to practices that impair academic integrity. Responsibility for maintaining academic standards among athletes is not his sole responsibility, but in this, as in all other areas of duty, the president's performance goes far toward setting the pattern of the institution's posture.

Another comment relates to a matter so obvious to those involved in the operation of an athletic program that they would consider it hardly worth mentioning. It is the primacy of football in relation to other sports. Since football brings in nearly all the revenue, and since the won-lost record constitutes the measure of gate receipts, this is where the competition is keenest and where most money is spent.

Conversely, except for basketball when fortunes are high, other sports produce little or no revenue. Thus when a program is straining its utmost to reach the "big time" and establish itself competitively, a heavy portion of its budget goes for football, and requests for a new assistant track coach or the establishment of a swimming team must bide their time.

As a final general comment on collegiate athletics, I have come to the conclusion that, as the years go along, the preeminence of certain schools and athletic conferences is fast fading away. A generation ago, the Big Ten, Southern, Southwest, and Pacific Coast conferences dominated football. In my observation, this is no longer fact. The brand of football played in the Western Athletic Conference is little different from that played in other leading athletic conferences in the nation. In basketball, many will agree, the WAC is superior to most conferences.

We must conclude that the university president willy nilly must cope with the problems of athletics just as he does with other facets of institutional programs. Not infrequently athletic problems are more pressing and more complex and come closer to defying
solution than is the case with his other problems. It has been my
good fortune to be an athletic buff myself. I have discovered no
more consuming avocation than interest in the fortunes of the
Miners, in whatever sport.

General Management

When I arrived in El Paso our athletic staff consisted of a com­
bined athletic director and head football coach, two part-time
assistant football coaches who taught full teaching loads in phys­
ical education, a basketball coach, and a trainer who taught part­
time and coached track.

One of the principal constructive steps we have taken in my
day here has been the establishment of a full-time office of Athletic
Director. There is much confused thinking about the responsibil­
ities of this position; many consider it an honorary title to be
awarded to one of the head coaches, usually the football coach.
For the university seeking top level football competition, the job
of the athletic director is a full-time job of primary importance.

It has been our good fortune to fill this position with the able,
resourceful, indefatigable George C. McCarty. To assist him in
general athletic administration, we have an Assistant Athletic Di­
rector, a Sports Information Director, and others.

The Western Athletic Conference

In 1960 the old Border Conference was moribund. Some of my
first involvements in the affairs of this institution were discussions
with Border Conference presidents about alternate courses of
action. The withdrawal of the Arizona universities from the old
conference led before long to the formation of the new Western
Athletic Conference.

After the Border Conference finally collapsed, we remained in­
dependent for several years. Our community and the Athletic
Council held steadfastly, despite overtures from many quarters,
to the proposition that we wanted no conference but the WAC.
We used WAC-appointed officials in practically all of our games,
and we brought our entire athletic performance within the rules of the Conference long before we were invited to join it.

We let it be known to all interested persons in the Conference that we desired admission, but our posture was clearly that of willingness to wait patiently for the invitation to come. In 1967, this low key campaign for admission was crowned with success. Other members of the Conference are the University of New Mexico, the University of Arizona, Arizona State University, Brigham Young University, the University of Utah, University of Wyoming, and Colorado State University. We became a full member of this Conference in June, 1968.

The Athletic Council

The faculty group which presides over the destinies of the athletic program is the Athletic Council. The Council is constituted as most other faculty committees, with members serving for five-year overlapping terms. It operates as other committees in that its decisions constitute recommendations to the President. It differs from others in that it operates as a committee-with-power, reporting its actions directly to the President and rendering only pro forma annual reports to the Faculty Council, from which its authority derives.

I have always felt myself bound, wherever I could consent at all, to faculty committee recommendations. I have always accepted Athletic Council recommendations even when I was strongly persuaded to depart from them. The Council provides for the President and for the Athletic Director insulation both from their own fallibility and from outside forces providing pressure toward undesirable goals. If its advice cannot be taken, the Council should be persuaded, not ignored.

Fortune's Rise

The football program of the institution gradually declined until 1961, when lack of success on the playing field led to a change of football coaches and the appointment of an Athletic Director. Coach O. A. Phillips came from Amarillo High School with high
hopes, but he left after a year because of his conviction that the program was not sufficiently financed. His successor was one of his assistants, Warren Harper, who served for two seasons, during which our football record declined sharply.

After Harper’s departure, the Athletic Director and Athletic Council were fortunate enough to persuade Bobby Dobbs to leave the Canadian Football League and direct this institution’s football destinies. Under Coach Dobbs, the team has had three winning seasons and has won two Sun Bowl championships.

We were also fortunate when Mr. McCarty discovered Basketball Coach Don Haskins, then coaching in the high school at Dumas, Texas. Coach Haskins has never had a losing season, and in 1966 his team won the National Collegiate Athletic Association Championship.

More recently, track was put under the direction of Coach Wayne Vandenburg, with startling results. The entire nation is now aware of sports activities at The University of Texas at El Paso in the fields of football, basketball, and track. Coach Andy Cohen, who is provided as our baseball coach at no expense by Dickshire, the local Coors distributor, has made great strides also in the fielding of winning teams.

It was fortuitous for the institution that its athletic teams were meeting nationwide success when the name-change came, so that the new name received much publicity. Several athletes who have played out their eligibility and graduated have gone into the ranks of professional basketball and football.

Financing the Program

From our vantage point, the ten game football schedule played before crowds averaging a hundred thousand could happen only in Valhalla. The financing of a first-line athletic program in a state that forbids the use of state appropriated money for athletics is no mean chore, especially when all other state institutions in our conference receive substantial public subventions.

There are three principal sources of financial support for athletics. They are a share of income from the student activity fee,
gate receipts, and gift support. Athletics is of course the largest single beneficiary of the activity fee. Over the past several years it has received an average of 43 per cent of activity fee proceeds. This for next year, for example, will total approximately $150,000.

Gate receipts have improved greatly with the use of the Sun Bowl and admission to the Western Athletic Conference. Where crowds in 1960 did well to reach an average of four or five thousand on old Kidd Field, in 1967 the crowd for each game was in excess of 20,000, with the largest attendance reaching more than 34,000. With a gate of this size and an occasional bowl game, something like adequate revenue comes in.

There are many ways in which gift support comes to athletics. Perhaps the most magnificent gift received was the Sun Bowl Stadium, donated (save for a dollar a year) by taxpapers of El Paso County. Miners’ Hall is another gift, a 67-bed dormitory for athletes, built in 1950 by public subscription.

The annual fund drive for contributions to athletics is carried on with wide citizen support. Funds raised go into the Miners’ Scholarship and Development Fund, which is held in a downtown bank until requisitioned by the University. In the old days contributions to this fund totaled around $25,000 each year. Since 1963 larger sums have been raised for the Fund, the highest being in 1964 when the total rose to $130,000.

Other funds for athletics are raised by Southwestern Athletics, a committee organized as a disbursing agency by the El Paso Press Club. The Press Club stages, each year shortly after the football season ends, a Gridiron Dinner, at which prominent El Pasoans are spoofed and derided. Tickets for the dinner sell at a handsome price, and net proceeds are turned over to Southwestern Athletics for conveyance to the University, usually for selected athletics projects.

There are many gifts and services in kind which come for the support of athletics. Team doctors serve without charge. Surgeons and dentists donate their talents to serve athletes. And huge numbers of buffs swarm like ants all across El Paso when the annual football season ticket sale is being conducted. Not infrequently
when a small job needs doing, the contractor will work for cost or will contribute more than the contract calls for.

**Stadium and Field House**

In September of 1961, a group of El Pasoans began to work toward the construction of a 30,000-seat football stadium on our campus, to be financed by an El Paso County bond issue, and to be turned over to the University upon completion of construction under a 99-year lease at a dollar a year. The leaders in this movement were Robert Kolliner, Mike Brumbelow, and Marshall Willis, in collaboration with County Judge Woodrow Bean.

The bond issue was carried, the only one among several propositions presented simultaneously to the voters, the site located, the stadium constructed, after considerable difficulties, and turned over to the complete control of the University in the fall of 1963. Conditions on the use of the stadium are that it must be called the Sun Bowl, that it be made available for the annual Sun Bowl football game late in December, and that it be made available at cost for the use of occasions sponsored by the public schools and local governmental agencies.

With our winning of the National Collegiate Athletic Association's Basketball Championship in 1966, we quickly outgrew our Memorial Gymnasium's 4,600 seats, and discussions began for a county bond issue to finance a new 15,000-seat field house on the campus. The pressure was somewhat relieved for at least two years by moving in 1967-1968 to play basketball in the 8,000-seat County Coliseum, some five miles down the valley from the campus. This shift was accomplished with a minimum of difficulty, but friends of the institution are still hopeful that the field house project will be realized.

Those who knew the athletic program in the old Border Conference days will all agree that advances have been phenomenal. Coverage in the national press has been most generous. Whatever other advantages our successes have brought, those enthusiastic about collegiate sports across the country know we are here.
The two most substantial taboos confronting a seriously academic man as he succeeds to the presidency of a university are that he will be known when his days are done either as nothing more than a builder or as a patsy for the supporters of the athletic program. I have found for myself that support can be accorded to the athletic program without diminution of attention to academic matters and that the building program will respond largely to the need, with little necessary regard to the disposition of the president. Thus in a sense the president who gains his image principally as a builder does so at least in part because of default in the area of academic development, for there is always room for progress in all program areas. As for buildings and grounds, our burgeoning growth has in my day here dictated expansion far beyond the President's control.

I shall attempt here to sum up most of the developments on our campus that immediately meet the visitor's eye.

Bhutanese Architecture

Our campus features architecture based upon that found in the remote Kingdom of Bhutan in the high Himalayas. The wife of the first chief executive of the institution, Mrs. Stephen Worrell, was struck by the similarity of the terrain in the Franklin Mountain foothills near the Rio Grande and that of Bhutan, as revealed in a 1914 National Geographic Magazine article by John Claude White, entitled "Castles in the Air: Experiences and Journeys into Unknown Bhutan." The story of her battle to get our first building constructed in the Bhutanese tradition makes interesting reading indeed.
Hoover House

Mansion donated to the University as the President's Home
Bhutanese buildings are of a unique design peculiarly fitting the rough and rocky landscape: massive, gently-sloping, thick-walled structures with high, indented windows, projecting roofs, and artistic brown or red bands of brick or similar material around the buildings at window level.

Campus buildings distinctly reflecting the Bhutanese style are Old Main, Cotton Memorial, and Engineering buildings and Holliday, Seamon, Miners', Worrell, Hudspeth, Benedict, and Bell halls. Magoffin Auditorium, built years before my time, and Memorial Gymnasium, designed just before I arrived, bear little resemblance to Bhutanese of the old-style interpretation.

Most of the remaining buildings, with the possible exception of the new Library, bear some prominent Bhutanese features. The Union, especially when viewed from the central campus, offers a striking adaptation of Bhutanese architecture. The Museum carries the flavor of Bhutanese, although its walls are of stone and brick rather than the ivory-colored stucco common to the Bhutanese.

Good examples of modern adaptations of the Bhutanese style are seen in the Liberal Arts and Physical Science buildings. Both have the traditionally accepted Bhutanese lines — particularly the sloping walls and overhanging roofs — but, in fact, the walls do not slope. The illusion of sloping is given by the tapering buttresses at the edges of the buildings.

A great deal of controversy has been precipitated by the design of our new Library. When I first saw the design, at a meeting of the University Building Committee, I warned that there would be much criticism if it were approved. Despite this suggestion, the Committee approved the design unanimously, and the debate has not subsided since.

The design was produced by Ata Safai and David Graeber of the firm of Brooks, Barr, Graeber, and White, then the University's consulting architects. Another noted architect, when visiting the campus, was so struck by the design that he suggested submission of it in national architectural competition. This is being done.

In view of the dissension, the question is quite appropriate, "Is
it Bhutanese?" And another question follows immediately, "Is any of it Bhutanese?"

Dale Walker, the Director of the University’s Information Services in writing a history of the campus architecture for NOVA, the quarterly alumni magazine, believes he has at least three opinions on the above questions that carry significant weight. Two of the respondents are men who have travelled in Bhutan and who have written of their experiences in the National Geographic in modern times. The third respondent is an extraordinary woman of unimpeachable authority. All three were sent assortments of photographs of the campus, including architect’s renditions of the finished Library and Union buildings.

Mr. Desmond Doig, Calcutta, India: “When I was first shown some photographs of the El Paso University I thought them to be of new construction in Thimphu, the capital of Bhutan, where a modern city is being built. When I was told that they were American campus buildings I was genuinely amazed.”

Mr. Burt Kerr Todd of Ligonier, Pennsylvania: “Actually I have known of your fine University for some time and your style of architecture is pure Bhutanese-Tibetan . . . the dzongs of forts of Bhutan are almost identical to your buildings.”

Her Majesty Ashi Kesang Wangchuk, Queen of Bhutan: “It is thrilling and deeply moving to see a great new University built in faraway America inspired by Bhutanese architecture. The buildings in your photographs are most similar to our Bhutanese dzongs and have the same shaped roofs and strong, simple lines . . . I think your new University buildings are beautiful, combining modern design so harmoniously with ancient Bhutanese architecture. I wish our new buildings in Bhutan could be so finely built!”

Buildings to Date

We have come a long way since 1960 in providing adequate physical facilities for the University. So badly pressed was the institution when I first saw it in 1960 that we were holding some of our classes in laboratories and some of the faculty members were
officed in temporary buildings, relics of World War II. About the only facility we had which was in any way adequate was parking space, because we did not have as many buildings, students, and faculty as we do now.

When I first arrived, the preparations for the construction of two of our present buildings were under way: the Liberal Arts Building and Memorial Gymnasium. The Liberal Arts Building was completed and occupied in the fall of 1961, and its occupancy accomplished a doubling of our classroom and faculty office space. This beautiful and functional building has been perhaps the principal focus of our University's academic activity since that time. Its beauty is apparent to all; its effectiveness as a building has stood up through the years. Competent judges have indicated that we got more building for our money in that one than in possibly any recent building on any university campus in the state.

Completed shortly thereafter was the Memorial Gymnasium. It has housed the coaches of all sports, the Department of Health and Physical Education, and the Department of Military Science. There has been much hindsight vocalized on the point that spectator seating is grossly inadequate. One must reflect that the decision was made at a time when the student population of the institution was less than 3,000 and the most dependable projections indicated that 4,600 students would possibly be the most we would ever have. Size was determined not by the number of prospective El Paso citizens who might desire to attend basketball games, but rather by the number of students. It was thus built primarily as a physical education building to be used mainly for academic purposes, and not as a public coliseum. No athletic funds or funds derived from public donations were used in financing it.

The Sun Bowl Stadium, completed in 1963, and the projected and much-discussed 15,000-seat basketball field house were discussed in an earlier chapter.

The Warehouse-Shops Building was completed early in my years here. Just now completed is an extension to it built to house the Print Shop and Texas Western Press.
One of the most salutary developments in my time has been the gift to the University of Hoover House as a president's home by Mrs. Robert Hoover and her family. In many ways the adaptation of this fine old mansion to the use of the institution has brought a new focus to our lives.

**Future Construction of Academic Buildings**

Completed just this school year was the Physical Science Building with 92,000 square feet, one of the largest buildings on the campus. In final stages of construction now is the addition to the Library, which is almost three times as large as the older portion of the building. Well under way is an addition of 90,000 feet to the Union, and when the addition is completed the older portion of the Union will be remodeled and modernized.

Within the next few years, this University will experience the completion of a multi-million dollar building program that will more than double the size of its physical plant.

Scheduled to begin within a few months is a huge Education-Engineering complex that will be larger by a third than any existing classroom building.

The buildings just completed, those under construction, and those to be built will cost some $10,000,000, and they are but a beginning. In the near future we hope to construct a fine arts center of some 200,000 square feet. By comparison, Memorial Gymnasium has 62,000 feet and the Liberal Arts Building has 92,000. This new center, which will house the Departments of Music, Drama, and Art, may permit us to turn over the Cotton Memorial Building to the Library, which is increasing its holdings even now at the rate of about 25,000 volumes a year and is approaching 250,000 volumes. It will grow faster in the future.

Our Building Committee has not yet arrived at a firm schedule of priorities for the academic additions most needed after we begin construction of the Education-Engineering complex and the Fine Arts Center.

Certainly high on the list will be a new building for Engineering, which will within a few years outstrip the capacity of both its
present home, which it will for some years continue to occupy, and its proposed new temporary quarters in the Education-Engineering complex.

Another classroom building, similar to the Liberal Arts Building and at least as large, also is needed, and probably will be constructed as an addition to the present Liberal Arts Building or near it.

The Departments of Geology and Biology need new housing even now, and the School of Business Administration must have new quarters. The Administration Building must be expanded or a new one built.

The order in which these needs must be met will be determined by the next administration, but they are urgent needs. Indeed, if construction could begin on all of them simultaneously and immediately, they could be put to good use. The University of Texas at El Paso is no longer a small college, growing slowly. We expect to have 10,000 students next fall, and the increasingly complex requirements of a vibrant, striving university are not adequately illustrated by tables of enrollment statistics. This is a university, with everything the name implies, from excellent graduate programs to energetic student activists.

Most of the buildings I have referred to are in the future, although hopefully they are not in the distant future. The Education-Engineering complex is close at hand, and it will be an impressive building. It will have two wings of four floors each, flanking a tower that will rise eight floors above its basement. It will house many laboratories and classrooms, of course, as well as faculty offices. Its special features will be many, including several unusual ones to meet the needs of our growing School of Education.

Construction will begin in November if everything goes well. It will cost $3.7 million, of which one-third is provided by Federal funds. It will be built on the site presently occupied by the Baptist Student Center and the Chi Omega and Delta Delta Delta Sororities, all of which have been purchased by the University. When it is completed it will be our largest and most impressive building. But not for long.
Makeshift Offices

Old Holliday Hall, located atop the southside stands of Kidd Field, had become something of a problem. It had served the institution modestly well in its day as a basketball court, with possibly four or five feet on each side for spectators to stand. After basketball moved to the El Paso Coliseum (then back to Memorial Gymnasium, and, when crowds grew beyond all proportions, to the Coliseum again), it was difficult to discover an appropriate use for Holliday. Finally, with true inspiration, it was decided to construct two floors of faculty offices within the old walls.

Possession of an office in Holliday Hall has not proved to be a status symbol, but the arrangement nevertheless has relieved a great deal of pressure for faculty offices.

In April, 1968, the Board of Regents authorized the purchase of the Unitarian Church on Hawthorne Street near the campus. During the summer the old building is being converted to faculty offices in the same fashion as was done for Holliday Hall.

Student Housing

In 1960, there were on the campus 238 dormitory beds for men and 134 for women. In the fall of 1963 Burges Hall, a 180-bed dormitory for men, was completed. As part of the same construction project, 60 married student apartments were built. The old Vet's Village, composed of World War II barracks, subsequently was razed and removed.

Shortly after construction began on UTEP Village and Burges Hall, talks began that led to the construction of Hawthorne House, a 304-bed privately owned dormitory, on Hawthorne Street. This dormitory, charging the top dormitory prices at this institution, has made slow progress toward full occupancy. At various times the owners of Hawthorne House have proposed that the University purchase or lease Hawthorne House and operate it as a University-owned dormitory. University of Texas System engineers and architects examined Hawthorne House and recommended against purchase or long-term lease.
The Hawthorne House experience has quite effectively discouraged other groups from building private dormitories. The construction of other privately owned dormitories has been further complicated by The University of Texas System policy not to exercise supervision over privately owned housing for students.

There are several principal reasons why our efforts to begin construction on a large University-owned dormitory have thus far not succeeded. The University of Texas System some years ago suffered a traumatic experience in constructing a dormitory at Galveston that was never filled, and service on revenue bonds has had to be provided from other sources. When we propose new dormitories and are asked to produce waiting lists of prospective occupants, we do not have such lists—and we possibly never will. At that point the ghost of the Galveston experience rises to shake confidence.

Another consideration that slows us down in dormitory expansion derives from recent history at Texas Technological College. During this year that institution has a large dormitory that is unoccupied because of under-realization of estimated demand. Such graphic evidence of the dangers of too rapid expansion would give any responsible board of regents substantial pause.

Another reason for moving slowly is that our University of Texas System Board of Regents very much dislikes the prospect of having to enforce the parietal rule, which customarily becomes a part of revenue bond indentures upon which loans are obtained to construct student housing. In effect the parietal rule involves an institutional pledge to require students to reside in dormitories in sufficient numbers to provide funds for debt service. Texas Technological College again is leading the way in pursuing litigation to prove a university's right to enforce the parietal rule. The rule is applicable to student housing at The University of Texas at Austin (as at other institutions), but the likelihood of its having to be enforced is much less there because of the University's great size and the lack of sufficient housing.

A final difficulty has been the disposition on the part of supporters of the athletic program to want to go their own way and have a separate athletic dormitory. This move would deprive the
planning for a big dormitory of some of its assured occupancy, and the cost of a unified project would certainly be much less than separate projects.

In the spring of 1968, all objections, fears, and concerns appeared to have been allayed and the project was moving forward.

The most significant facet of the question of new dormitories is the overpowering need to bring to The University of Texas at El Paso campus students from outside El Paso County. One of the measures of an educational institution’s quality is the variety of its student body. Citizens of El Paso County constitute too great a proportion of the student body of this institution. Students who derive from provincial background will find the association of university life greatly enriched by fellow students from other parts of the state, the country, and the world. A university almost by definition is a cosmopolitan community.

With the change of our institutional name, with the spreading word of the rising level of our academic quality, and with our widely heralded athletic successes, new student applications for admission to The University of Texas at El Paso from outside El Paso in the fall of 1967 for the first time exceeded those from within the county. This trend has begun and is not likely to abate for years to come. It cannot be adequately accommodated, however, if we do not have University dormitory facilities for out-of-town, out-of-state, and foreign students.

Financing Construction

The Texas Legislature rarely appropriates money for the construction of buildings at the state colleges and universities. Building money for most institutions of higher learning comes from the constitutional tax fund. This fund derives from a small statewide property tax levy, a vestige of the old constitutional levy to provide funds for Confederate pensions. Our institution’s building funds once came from this source.

For some time before and during my time here, our principal source of building funds has been the University of Texas Avail-
able Fund. The tremendous wealth of The University of Texas System is capitalized in the University Permanent Fund, and the Available Fund is the income from that investment, of which a part goes for our buildings.

The Liberal Arts Building and Memorial Gymnasium were constructed entirely out of Available Fund money. Two-thirds of the cost of the Library extension derives from the Available Fund, and the rest from the Federal government. Since the Available Fund is already totally committed for the predictable future, our next academic building, the Education-Engineering complex, will have to be financed out of a building-use fee levied on students at each registration. Nearly all colleges and universities in Texas have utilized the building-use fee extensively, and I predict that it will be for some time to come the principal source of academic building funds for U.T. El Paso.

Construction money for student housing is always provided by the sale of revenue bonds. Profits made from dormitory operations and food service year after year provide debt service funds. These bonds are usually underwritten by the Federal government to insure favorable interest rates.

Many college and university buildings are financed by gift funds. Such structures on our campus are the Kidd Field stands, the Sun Bowl, Miners’ Hall, Cotton Memorial, and the Museum.

The Master Plan

When the Austin architectural firm of Brooks, Barr, Graeber, and White was consulting architect for the University of Texas System, it produced for U.T. El Paso a Master Plan.

This is primarily a land use plan. Some of its most notable features are acquisition of the land south of Hawthorne Street between Rim Road and Schuster; the purchase of all sorority and fraternity property enclaved in the campus; the doubling of the Liberal Arts Building toward the south; the continuing construction of academic buildings straddling the big arroyo south of the Physical Science Building; the use of building sites along the base
and up the sides of the two mountains nearest the central campus; the development of a large greensward and open air theater in the center of the campus; the exclusion of vehicular traffic from the center of the campus; and the moving of dormitories eventually to the west of Sun Bowl Road and around the edges of the Sun Bowl's North Parking and up the mountain sides.

While the Master Plan is well thought out and has been approved by the Board of Regents, its recommendations are no more than that. Although, in theory, departures from a Master Plan should require formal regental approval, practice here has already decreed that the Faculty Building Committee and members of the Chancellor's staff disregard the plan as and when they choose.

Parking

As the enrollment has multiplied and the size of the faculty has grown, congestion of automobiles on the campus finally became almost impossible. Indeed, a survey of campus car movements some years ago revealed that in five quarter-hour periods in the morning cars moved two and a half as many times as there were registered student and faculty cars. It has been recognized for several years that the time would soon come when student cars would have to be relegated to the periphery of the campus.

Our first effort in this direction was thwarted when it was discovered that the southern access to the campus had been closed for the construction of a section of Interstate Highway 10. After a year of careful planning, in September of 1967 the change was made from unrestricted campus parking for all to a Central Control Zone, with manned gates on two sides of the campus.

To be sure, the closing of the central campus was not accomplished without incident, but acceptance has been almost universal. Some of the members of the fraternities whose lodges are located within the Central Control Zone have continued to find ways of circumventing controls; one woman impatiently ran down a ten-inch pipe sunk in concrete, with more damage resulting to
her automobile than to the pipe; and a man ran his Volkswagen under a chain barrier and quite effectively removed its top, but with little damage to himself.

Perhaps the high point of our first semester’s ineptitude came when the Mayor of El Paso, scheduled to speak in the Union, was denied admission as a visitor and was directed to Student Parking areas some distance away. The affront was so egregious that, although formal apologies were tendered, I have not to this day been able to force myself to offer him a personal apology.

The legal closing of the city streets in the Central Control Zone has been only partially accomplished, largely because of the sorority and fraternity lodges located within it. The long-range plan of buying the lodges as building sites, already partly accomplished, will remove the last barrier to official closing of the streets.

**Filling Arroyos**

The terrain of the campus of The University of Texas at El Paso is in most places exceedingly rough. Indeed, the entire campus is located on what might well be called “bad lands” in the hills, mountains, and arroyos on the bluff above the Rio Grande, about a mile north of downtown El Paso.

I once used the phrase that “180 degrees of our horizon lie in a foreign land,” since Old Mexico is right across the river from the campus. I am sometimes still a bit embarrassed to recall my words spoken to the Board of Regents concerning the deed of the Sun Bowl acreage to the County (for lease back to the institution when the stadium should be completed): “The site is composed of hopeless badlands which can never be used for other purposes.” In truth, I was soon to learn that this kind of land is the only kind we have.

With heroic finagling and with generous support in time and effort from private citizens, sufficient money was arranged to lay approximately one thousand feet of six-foot conduit from the south end of the Sun Bowl, under which drainage has come from the beginning, to the place where Sun Bowl Road crosses the deep
On Becoming a University

arroyo. Thereafter, fill dirt and debris from all parts were brought to fill the arroyo.

In recent years it has become apparent that the University Avenue front door of the campus is soon to become the back of the campus. The change is being wrought by the location of Interstate Highway 10 along the railroad to the south and west of the campus. "The Pass to the North," which Spaniards used in going from Mexico to Santa Fe is now occupied by two railroads, the Franklin Canal carrying irrigation water to the Lower Valley, the Old Spanish Trail which connects Jacksonville, Florida, to San Diego, and of course the Rio Grande. It will soon carry the new freeway high on its shoulder. While in the past we have had for our nether boundary some rough and forbidding arroyos leading down to and under a grimy railroad, soon we will have a handsome limited-access highway.

It became apparent that we would have to convert our back door to our main entrance. We were able to obtain 250,000 cubic yards of excellent fill dirt from the freeway construction through downtown El Paso. The purchase price of this fill derived from funds paid to us for fourteen acres of badlands to be used for the freeway construction. In this fashion, in the spring of 1968 we transformed the entire area of rough terrain to the west and south of the campus.

The El Paso Electric Company has for a nominal rental given us permission to park beneath the company's high lines on their right-of-way beside the freeway. This arrangement will provide several much-needed acres for parking.
MARKS OF PROGRESS

In preparing the manuscript for this book I sought to present various items among our accomplishments. When all chapters had been produced, I found there were still several marks of progress about which, to my view, mention should be made. They are presented here.

H. Y. Benedict Professors

When we were negotiating with Professor Patrick Romanell of the University of Oklahoma to bring him here as a member of our Department of Philosophy, he raised a point that made real sense to us: many of his professional acquaintances might wonder, if he should come to our relatively unknown institution, whether he had left Oklahoma under some sort of cloud; if, however, he could come to a professorship that bore a distinctive title, people would recognize the improvement in his situation.

After much discussion and planning, Chancellor Ransom and the Board of Regents approved for us the title of H. Y. Benedict Professor. President Harry Yandell Benedict, one of the most distinguished men ever to serve in the System, was President of The University of Texas System in my day as a student at Austin. In general, the professorship is awarded to scholarly men who are nationally recognized in their respective fields.

We started in our first year with three Benedict Professors: Dr. Leland Sonnichsen, in English, who had been on our faculty for many years; Dr. Robert Riegel, in history, who came to us upon retirement from the faculty of Dartmouth College; and Professor Patrick Romanell in philosophy. Somewhat later, Dr. Thomas I. Cook came as Benedict Professor of Political Science from Johns Hopkins University; and Dr. Harold F. Harding came as Benedict
Professor of Speech from Ohio State University. Dr. Riegel has since resigned. Beginning in September, 1968, the total number of Benedict Professors will be increased to six, with the addition of Dr. Carl F. Kraenzel in Sociology from Montana State University and Joseph M. Ray, President Emeritus of The University of Texas at El Paso, in Political Science.

The Benedict professorship is supported out of regularly appropriated faculty salary funds and not by gift funds. To date, the salaries paid to the Benedict Professors begin higher than any other professorial salaries. The presence on the faculty of the Benedict Professors has had a profound impact upon the posture of the institution. With men like them walking among us, the high road to professorial prosperity becomes clearly designated.

**Medallions of Merit**

For several years we sought a device to honor persons who have served the institution well, primarily persons other than those on the staff. Our answer was a medallion, designed by Professor Wiltz Harrison of the Department of Art, accompanied by a scroll designed and produced by Carl Hertzog and José Cisneros.

These Medallions of Merit were first bestowed at the Commencement in May, 1966, on Carl Hertzog for his many years of distinctive service to the institution and on Jack C. Vowell, the giant of community service to the institution. In the fall of 1966, a Medallion of Merit was bestowed upon Governor John B. Connally as the most constructive friend of higher education ever to hold his high office.

In May of 1967, a Medallion of Merit was bestowed upon Mayor Judson F. Williams, for his many fine services to the institution; and in May of 1968 a Medallion of Merit was awarded to Dr. Laurence D. Haskew, Professor of Education and for many years Vice Chancellor of The University of Texas, and the source of many of the most constructive ideas which have led to advances at The University of Texas at El Paso. A Medallion was also awarded to me at the same time.
Texas Western Press

Upon my arrival at El Paso I recognized immediately two persons who could constitute a tremendous resource for the institution's development. They were J. Carl Hertzog, heading the Print Shop and an amorphous, somewhat furtive press, and Dr. S. D. Myres, Associate Professor of Political Science, whose distinguished career as Director of the Arnold Foundation at Southern Methodist University had been lost sight of in his transfer to this institution.

Mr. Hertzog had for many years, by resourceful manipulations of his opportunities, produced books of great beauty. In most instances, these productions represented a gamble on his part; his love for and devotion to the making of beautiful books doubtless led him down many unprofitable trails. He was respected far and wide, however, and was able, with the pittance of a part-time salary paid him by the institution, to continue in his chosen work. Dr. Myres' monumental product at Southern Methodist University bore abundant evidence of his editorial powers.

Around these two men we built an Editorial Board, with Dr. Myres as Editor of the Press, and with Carl Hertzog as Director of the Texas Western Press. With modest annual appropriations from the Cotton Estate Trust, the Press is today a going concern. Many first-class books have been published, including Morelos of Mexico by W. H. Timmons, Pioneer Surveyor—Frontier Lawyer, edited by S. D. Myres, and Hamlet's Wounded Name by Haldeen Braddy. Perhaps the most significant sustained accomplishment by the Press has been the publication of Southwestern Studies, now in its fifth volume and proceeding apace. In Appendix B are listed publications of the Texas Western Press since its formal establishment.

There are no appropriated funds for the support of a Press like ours, and for many years it was operated with some concern about its legality. Some five years ago, however, when he was asked point blank by a member of the Board of Regents whether an institution
like Texas Western College needed a press, Chancellor Ransom responded staunchly, "Every educational institution needs a press." With confirmation of legitimacy, we have proceeded as a full-fledged press, cooperating in sales promotion with The University of Texas Press at Austin.

I would list the vitality and going concern value of the Texas Western Press among our finest accomplishments in my days here.

The New Name

The University of Texas at El Paso has existed under several names: the Texas State School of Mines, the School of Mines and Metallurgy, and Texas Western College. Many citizens favored the present name at the time of the change made to Texas Western College in 1948, but without avail. The name was changed to "The University of Texas at El Paso" in 1966-1967 as a part of the change in nomenclature for all of the institutions in The University of Texas System. In 1966 all institutions in the System were first directed by the Board of Regents to use the name of The University of Texas in front of their official names. At the 1967 session of the Texas Legislature, all names were changed by law.

A small group of El Paso leaders, Samuel D. Young, Jr., E. Ray Lockhart, Jack C. Vowell, and Judson F. Williams, worked assiduously for the name change in the latter stages of the effort, but it appears clear that the decision of the Educational Policy Committee on the Austin campus contributed the momentum through the Board of Regents that led principally to the result. The bill, co-authored by all El Paso legislators and many others, was passed through the Legislature without appreciable opposition, and Governor John B. Connally signed it.

The Southern Association Visit

The University of Texas at El Paso is located at the extreme western tip of the territory of the Southern Association of Colleges and Schools. It had been many years since any kind of inspection of or visit to the institution had been made by the Association.
Throughout the year 1964-1965 the institution was involved in a monumental self-study, which was published and copies sent to the members of a team appointed by the Southern Association for a visit to the institution, which was accomplished on October 17-20, 1965.

The *Report* following the three-day visit was highly complimentary, praising us as “an emerging institution” and complimenting the President, the faculty, and the relationships between them. Chancellor Harry H. Ransom commented that the *Report* was the most highly favorable he had seen in his years of contact with the Southern Association.
Almost everybody knows how to coach a football team or run a university. There have been in El Paso at least five hundred persons, most of whom I do not know by name but who call me Joe, who are fully confident that they know more about how to conduct the affairs of a university than do those professionals who by training and selection are vested with this responsibility. Their indignation is often boundless when suggestions, which appear to them perfect solutions to problems, are not adopted. Some are uninhibited meddlers, but most are in dead earnest and are truly puzzled by our muddleheaded refusal to turn off the rocky road to perdition.

One lady, now deceased—may she rest in peace—was a self-appointed guardian of our morals. She once telephoned me at 4:30 P.M., and talked for half an hour about a risqué story which she said one of our history professors had told his class. This professor was her regular whipping boy and her enthusiasm about his shortcomings was outdone only by the high gusto with which she related to me the questionable anecdote which the professor, she said, had forced upon the innocents in his class. She and I pleasantly agreed that, while such a story might be inappropriate in a university class, it was a pretty good story.

On my way home that afternoon I was somewhat delayed. When I arrived, my seventy-year-old sister, then visiting us in El Paso, told me that our moral guardian had telephoned to tell me that it was not the history professor but rather an English professor who told the dirty story—and the caller then proceeded to tell the story to my sister.
A year or so later I related this occurrence to the English professor last named and told him the anecdote in question. He responded that not only had he not told the story to his class but also he had never heard it before; he did say, however, that he liked the story and that he might sometime find a place for it in one of his lectures.

An El Paso professional man, once calling in high dudgeon to protest an article by the editor of our humor magazine, imagining a frivolous discussion among Jesus Christ, Beatle John Lennon, and others as sacrilege, railed at me, "I'll come down there and beat the little ------- within an inch of his life; I will teach the little ------- to disparage my Savior!" I felt then, and I still do, that there is somehow in this situation a contradiction of terms.

Once in the days before Vet's Village was razed, a pet dog bit a child, and it cost me three days of work. Rules which prohibited keeping of pets were honored more in the breach than the observance. I believe the world is divided into two hostile camps, those who hate dogs and those who love them; at least whenever the issue arises, one encounters no middle ground. At long last, we worked out a compromise whereby pet owners would have a month to dispose of their canines. Toward the end of the month I flew to Philadelphia on the same plane with a young woman resident of Vet's Village who was making the trip to deliver her mongrel pet to the home of her parents.

Once, some years later as I was taking my morning walk, I helped a quite charming young student wife capture her Chihuahua puppy which had escaped from their UTEP Village apartment. I am still debating what to do: she was a delightful child, the puppy was as cute as a button, and I have little stomach for another dog-ordinance merry-go-round.
One Thursday night we had a three-inch snow that necessitated the closing of school on Friday. Most of the snow was melted and gone by Friday afternoon, but in the morning it had been there, and if we had refused to cancel classes, in the words of the old song, “pandemonium would walk upon the scene.” El Paso is poorly equipped mechanically or emotionally for snow. If classes had not been called off, many of our students would have wrecked their automobiles at five minutes to eight on Mesa Hill, and the culprit who had permitted it to happen could easily have been picked out of the line-up.

From the appearance of the first snowflake until the announcement of cancellation, the President’s telephone rings constantly. The prize call came, however, on the Saturday following the Friday cancellation mentioned above. The snow had disappeared completely when a dainty voice inquired at 1:00 P.M., Saturday, “Are Monday classes going to be cancelled?” I inquired, “Why in the world would they be cancelled?” A plaintive reply came from twenty miles away, “Well, it’s snowing in Anthony.”

* * *

Praise and blame flow, often simultaneously and in complementary measure, over the hapless person of the President. I was once praised by a visitor at our Dining Hall for “setting a pretty good table, for the money,” and shortly thereafter chided by another as being “crazy as hell if he thinks I am going to walk a half mile from a parking lot to his office.” A business man’s wife once charged me in conversation with having loaded the faculty with radicals, and within thirty minutes a former Rotary Club president opined that I was “the best president the University ever had, by far.”

* * *

Perhaps one of the truly unique situations in my day was the Case of the Thieving Professor. Rumors and complaints became too numerous to be ignored, and the Business Manager and I went
to the accused professor's office to file the charges with him and to request him to take us to his home, to which, it was reported, University property had been taken. He indignantly refused, saying we were welcome at his home, but not on any such mission as the one we proposed. We had no choice but to withdraw.

The following morning one piece of missing furniture turned up in the ladies' restroom near the professor's office, and another was discovered in a lounge in the Union. Campus police, checking the previous year's Flowsheet faculty picture section with the Union night custodian, identified the professor as the person who brought the piece of furniture in.

The professor was served with notice of the consequences of his proven guilt, given the terms of his dismissal, and told he was entitled to a hearing before a hearing committee of professorial rank. When he heard the listing of his choices, he winced and asked to be excused, saying, "This makes me sick to my stomach." He declined a hearing, served out the semester, and left.

Before he left, however, we received an inquiry from the President of the university from which he had come to us with high recommendations, asking if we had any information about a motion picture projector which had disappeared at the time of the professor's departure. Discreet checking revealed that, shortly after the professor's arrival, he had traded a projector to a colleague for a shotgun. The projector, upon examination, was found to have on its base the property tag of the inquiring university, and it was promptly mailed to its rightful owner.

In all of this process the guilty professor's colleagues had informed against him to their dean, and there was quite understandably bad feeling among them. The office ladies in the Administration Building knew from the secret sessions and the campus scuttlebutt the major outlines of the scandal. They were terrified one day to see the professor stalk into the front door, up the stairs, and into Dean Ray Small's office with a shotgun on his arm. Consternation and alarm were soon allayed, however, when he left without the shotgun and the Dean confessed that he (with
his customary finesse) was serving as go-between to relay the gun to its defrauded owner.

* * *

My work office is in the quiet back corner of our building. I was startled once to hear a noisy ruckus out in the rotunda. I went out and peeped around the door facing (a president soon learns not to borrow other people's problems) to see Dean Small frantically engaged in a shushing operation with a burly barefooted student. The young man was irate because he had been ordered out of class by a professor for want of shoes. The professor later confessed that he could have tolerated the filthy pedae extremities if the student had not propped them up on the chair immediately in front of the professor’s rostrum and wiggled his grimy great toe.

Some two weeks later, two tads found an automobile tire in a vacant lot filled with packages of marihuana and reported to their father, who related the fact to the police. The police staked out the location and caught our protesting barefoot and another person as they picked up the tire. He shortly thereafter ceased to concern us further.

Some persons appear convinced that we are sweeping our narcotic use problems under the carpet. Indeed we are not. The case just related and two others are all of which I have knowledge. Universities no longer serve in loco parentis over their students. Such students now are not in the position of high school students; they live their own lives. Furthermore, better than 90 per cent of our students live off campus and, when they leave the campus, most of them for their parental abode, they cease to be our responsibility. In sum, if narcotic addiction is a major collegiate problem, you cannot prove it by us.

* * *

It would appear unlikely that the first Texas public college or university to accomplish racial integration, and the one to win the 1966 National Collegiate Athletic Association Basketball Cham-
pionship with a first team composed entirely of Negroes, would develop major racial problems.

Our first misfortune was to have a football game scheduled with San José State College just before Assistant Professor of Sociology Harry Edwards embarked on his campaign to boycott the Olympic Games in Mexico. The San José football game was cancelled by the San José President at Mr. Edwards's insistence.

Our second spot of bad luck was to send athletes to compete in a track meet of the New York Athletic Club, which had been blacklisted by the National Association for the Advancement of Colored People. The athletes wanted to go, and we could see no good reason to stay away.

Our third misfortune was the organization of the Afro-American Students on campus and their invitation of Harry Edwards and others to speak at a campus conference to be held on April 5 and 6, 1968. In the aftermath of the assassination of Dr. Martin Luther King and the Edwards visit, track athletes developed an aversion to competing in a track meet at Brigham Young University, which has no Negro athletes.

The students were clearly and fully advised that failure to make the trip to Provo would by their own action cancel their athletic scholarships. The statement was drafted by the coaches under the chairmanship of Athletic Director George McCarty. It was communicated to me, and I approved it. The consequences of the athletics' actions and the later attempt of Negro girls to break up a track meet were identical penalties that would accrue to other students adjudged guilty of similar offenses. We have been widely commended for our actions in these instances. I take no pride in our performance; I feel only regret that action was unavoidable.

The City of El Paso for years kept an alligator in the fountain-pool of the Plaza in downtown El Paso. I am told that some years before my time, some students kidnapped or "gatomapped" Ally and put him, in the dead of night, in the office of a professor con-
On Becoming a University
cerning whom they entertained somewhat critical views. People still marvel that two students accomplished the prank, and six men were required to return Ally to his Plaza abode.

Within my time the city came by two more alligators, and a contest was held to select names for them. Printer Maurice Hill, Herald-Post Editor Pete Lee, and I served as the naming committee, choosing among hundreds of names suggested. The Chamizal Settlement with Mexico was then in process, and we chose the names “Chami” and “Zal.” Soon thereafter our high-level community service went for naught when vandals paid a nocturnal visit to the Gator Pool and killed them all.

It is strange what an educated man will do to make a living. I have performed many such community chores, even presuming competence as a judge of feminine pulchritude. I rarely have been asked to perform this duty, however, since the stereotype of a college president presents an asexual ersatz minister of the gospel. This image derives from the nineteenth century assumption that only to such a person can the care of “our children” be entrusted. In my observation, outside of church schools, college presidents are as lusty and robust as any other type of red-blooded American boy — including me.

Most people have forgotten that we had the first Peace Corps class graduated in the entire country. I shall never forget the breakfast that Dean of Students Clyde Kelsey and I had in the Mayflower Hotel in Washington with Laurence Dennis, then Peace Corps Education Director. I think neither Dr. Kelsey nor I was ever more persuasive. And, in the ensuing weeks, we put on a program that served as a model for all Peace Corps experiences. The fact that the trainees were destined for Tanganyika instead of some Latin-American country, as we had hoped, paled insignificantly before the distinction of being first.
Since our graduation of corpsmen after eight weeks was the first of the program, Sargent Shriver, then Peace Corps Director, came to deliver the commencement address. As we walked from Miners Hall, where we had dined, I was much let down when Shriver, noting that our printed program listed him as giving an "address," stated wrily that he had prepared no speech, let alone an "address." He stated that on the trip down the night before, he had requested Fletcher Knebel, the writer, a member of his party, to write him a speech, but that Knebel had preferred to play cards.

This levity, in the face of our careful planning, was most disheartening. When we arrived in Magoffin Auditorium, Shriver sat for five minutes with four of his aides around him pumping him full of things he should say. We then ascended to the stage, and when his time to speak arrived, he made one of the best speeches I have ever heard.

Some weeks later, Professor W. H. Timmons and I journeyed to Washington to participate in recognition to our Peace Corps graduates by President John F. Kennedy. Our class was honored simultaneously with a class graduated from Berkeley two weeks later. The President spoke briefly to the graduates in the Rose Garden and then received us one at a time in his study. Tim and I were near the head of the line. The President thanked me for the work we had done and complimented us for the quality of our efforts. Although we were directed to leave the room, as we left the President, Tim and I stood to one side and watched the entire proceeding. It is still to me a most vivid memory. I have met or been in the close proximity to all Presidents of the United States in the past thirty-five years, but none has in the same measure possessed the aura—the impression of being bigger than life—that John Kennedy had.

The president of a university is always on display, and he must take due care in his every utterance. His best laid plans "gang aft agley." In the early fall before John Tower was elected to the
On Becoming a University

Senate, the Republican women of El Paso asked me to speak at their monthly meeting, and, as a former professor of political science, I agreed to speak on “The Rise of the Republican Party as a Second Party in the South.”

In the speech I proceeded to give them point after point out of the textbooks on political parties. One of these was that, in a two-party country, parties must be based upon policy considerations and should not attempt to be parties of high principle—they should bid for public support—that the purpose of the exercise was not to prove constancy of purpose, but to gain control of government. In the ensuing discussion period, some of the ladies took strenuous exception to the point and an embarrassing argument followed. I who had come simply as an accommodation to the ladies received a vigorous going-over.

Tad Smith, who, as National Republican Committeeman for Texas, was present at the meeting, later told me he agreed with my statement, but that, since the party needed the head of steam the ladies had worked up, he could not afford to speak up in my defense. Jack Vowell, my constant adviser, suggested that henceforth I never agree to make a speech unless there was something in it for Joe Ray or for the institution I serve. I have faithfully followed that advice.

Trees are a divisive element in society that moves people almost as much as dogs, especially in a desert climate where any greenery save greasewood and cactus is hand-raised. Some years ago we concluded that the lives of some of the trees on our campus could be lengthened if they were severely cut back and allowed to grow back anew.

I had never dreamed that such an act was sufficiently criminal to earn for its perpetrator a sojourn in the Tortugas. A strangely debilitating impact is made upon the self-esteem of the educational administrator when he is told painstakingly and condescendingly
by thirty different women in fifty different telephone calls that only God can make a tree and man can do little to improve on it.

We need no evidence here to attest to the presence of racial bias in the country. The viciousness of racism was for a short while turned upon me full force when in the spring of 1966 we won the National Collegiate Athletic Association’s Basketball Championship with Negroes as the starting team. Vitriol dripped from the press of the eastern seaboard and some trickled my way.

An Alabama friend who saw the game on television broadcast wrote congratulating me on those “Mexicans” and “Indians” we had on our team. I responded to my friend that there was only one “Mexican” on our team, and he was not precisely Mexican, since the lad’s forebears had lived in the United States farther back than mine had; and that, regardless of such considerations, we had not gone to College Park to compare epidermal pigmentation but rather to play basketball, and we had shown them how.

Of all the racist mail I received, only one letter I believe was sufficiently different to deserve comment here. It was written on the stationery of an industrial concern in Cincinnati and signed by the company’s president. He had seen the game on television, he had always favored integration and opposed segregation, and he was delighted to see the NCAA Championship won by — a small Negro college.

I have always felt that a public official such as I should be available to all callers. For awhile I was quite willing to talk even with persons who would not give their names. This practice ended one fall, however, when the issue of an El Paso civic center was up for popular approval, and the Director of the Marching Cavalcade chose to devote the half-time show at a football game to advocacy of the civic center.
An amazingly large number of our fellow citizens telephoned me to express irate disapproval, and nearly all were reluctant to identify themselves. The Saturday calls were continuous from 8:30 A.M. until 2:00 P.M., when I stopped receiving them, and after about two hours I talked only to those who gave names. Never thereafter have I talked to unidentified persons.

There has been great civic pride in the Golddiggers, our girls' drill team which performs principally at football games and which, in conjunction with the band and baton twirlers, constitutes our Marching Cavalcade. The Golddiggers over the years had developed great pride in their organization; their esprit de corps came to resemble that of a true sorority. Their pride brought them a prestige so great that townspeople seldom paid attention to the rest of the Marching Cavalcade, referring to the entire outfit as the Golddiggers.

When Mr. Harold Hillyer came as Band Director, band morale was so low that bandsmen were reluctant to work so hard just to play second fiddle to a bevy of high-kicking beauties. He therefore started a campaign to restore to the band a larger share of recognition. The Director of the Golddiggers, a fine and talented baton twirler-choreographer who worked with us part-time in the fall, chafed under this diminution of her group's role until she finally served me with an ultimatum of some fifteen points, several of which simply could not be met. I told her this and suggested that perhaps in reality her ultimatum was tantamount to a resignation. She did not demur.

Her resignation precipitated a community teapot tempest. The El Paso Times ran an editorial, I believe the only one in my time here which was not based upon a recent news story, suggesting staunchly that unfriendly hands (figuratively speaking, of course) should not be laid on our Golddiggers. We had no choice but to stick to our guns.

Since that time, although popular enthusiasm for the Gold-
diggers has not abated, some of our staunchest community friends are inconsolable on the point that the Golddiggers continue to be shortchanged, and no amount of factual evidence persuades them that the Golddigger dances are as long as they used to be.

The best friend I ever had, the late Professor James Taylor of Southwest Texas State College, once crowded me into a wager on the issue whether his college's girls' drill team or ours wore scantier uniforms. We could easily compare notes, because our girls were to perform at a Baltimore Colt-Los Angeles Ram professional game in Los Angeles and theirs were part of the halftime show at the Sugar Bowl. He won because their girls' uniforms had no sleeves at all and ours had one-quarter-length sleeves.

I share all community gratification in the beauty, precision, and high morale of the Golddiggers. I have never had a higher moment of pride than I felt one fall when I noted, with no prior warning or fanfare at all, that the Golddiggers had enlisted two Negro girls among their membership.

* * *

The sad misfortune of the residents of our married students in U.T. El Paso Village is their proximity to Memorial Gymnasium and Sun Bowl Stadium. On nights of basketball games and especially football games, fans turn out to be almost totally blind to notices of restricted parking. Each apartment has a specific parking place and the resident, when some buff parks in his space, has to park several blocks from home.

Quite naturally he can be expected under these circumstances to feel put upon, and when such bitter tea is repeatedly served up, he turns toward fellow sufferers and makes plans. One night after midnight I received a call from a lady who had been busy since the end of a basketball game trying on foot and by telephone to find a filling station and get air in four flat tires. Somewhat plaintively, I asked her what she thought I could do about her troubles, and she responded sweetly she knew I could do nothing but her pique was such that somebody besides her and her husband needed
to lose a little sleep over the matter and that I was elected. I am still proud of myself for thanking her politely and not slamming down the receiver.

Later, we devised a more dignified approach, by erecting large warning signs and towing away offending automobiles. A lady football fan from Silver City, New Mexico, and I carried on an extensive correspondence on the issue whether her husband’s comparatively minor offense of ignoring parking signs could in any way be compared with our inhospitable treatment of them—since they had to pay $25 to get their car out of hock and it was three o’clock in the morning before they got home. The issue is still moot.
APPENDIX A

Memorial from the U.T. El Paso Chapter of the American Association of University Professors

APPENDIX B

Books and Pamphlets published by Texas Western Press
Dr. Joseph M. Ray, President  
The University of Texas at El Paso  
El Paso, Texas

Dear President Ray:

On behalf of the University of Texas at El Paso chapter of the American Association of University Professors, we wish to express our regret for your decision to resign from the presidency of this university and to declare our admiration for the way in which you have handled the affairs of our community in the past eight years.

Under your leadership a little-known, local college has developed into a vigorous and respected university. Not only has the physical plant expanded with the addition of a new library, new classroom buildings, and enlarged dormitory facilities, but during your presidency we have grown from a college to a university with five schools and many degree programs. This expansion is assuredly a result of the vision of a University of Texas at El Paso which you have constantly held before you and of your determined efforts to secure the assistance necessary to make this vision become a reality.

Guiding us from a college to a university, often in the face of difficult opposition, you not only perceived the need to secure a quality faculty and enlarged budget, but you realized the necessity of encouraging on this campus an academic environment that would attract a professional staff which would make this university become a vital force in Texas and the Southwest.

Planning for this growth, you inspired a recruiting policy dedicated to obtaining the best possible professors and you initiated the Benedict Professorships which enable the University to bring outstanding scholars to our campus. To support the greater financial demands necessitated by these policies, you instituted the Excellence Program, obtained larger appropriations for organized research, and struggled often against financial disappointment in the legislature. And of fundamental importance,
you have increasingly defended the right of scholars to conduct research and to publish its results in the classroom and elsewhere without re-
crimination, and you have protected our colleagues when they have been attacked for their lawful extramural activities.

As a result of your vision, graduate degrees are now offered in seventeen departments, and our Graduate School anticipates the day when students can do part of their doctoral study on this campus and complete it in Austin. Indeed, the more ambitious of us foresee the time soon when the doctoral degree will be offered by many departments of this university.

While athletics are not a necessary function of a university, for better or for worse, they have become established as tradition in the academic community. No review of your contributions to the growth of this university would be complete without acknowledging your efforts to secure athletic teams which the students, faculty, and El Paso community can consider with pride. Your policies in this area have enabled us to develop teams which are highly respected in Western conferences and nationally known for their achievements. Undoubtedly, the accomplishments of our students on the playing fields have publicized the name of the University of Texas at El Paso and attracted an increasing number of students from other parts of the country.

These are only a few of the advances made at the University during your years of office. A detailed enumeration of the innovations is unnecessary. They have been a part of the daily experience of all of us and they will remain among the traditions of this campus.

But there are other less tangible achievements that have occurred during the past eight years -- achievements which this chapter of the American Association of University Professors considers just as important as our material growth; for they are, indeed, fundamental and antecedent to the excellence of any academic institution. We wish to commend the vision and the wisdom which you have shown in making the principles for which the American Association of University Professors stand an integral part of the educational philosophy of the University.

Constantly you have endeavored to create here the atmosphere for scholarship and exchange of knowledge that is associated with all great universities. You have encouraged faculty government and participa-
tion in university affairs from the departmental level upward and have relied upon faculty advice in your efforts to broaden our programs and improve our standards. In crises you have supported the faculty against external pressures and have insisted that the professional status of university professors be recognized. To outside interests which at times have questioned the prerogatives of the university and its scholars you have courageously declared that a university, as a convocation of
scholars, depends for its growth and life upon freedom from intervention in its affairs from non-academic interests. You have indicated by your actions that you believe a university, with its diverse body of professional talent and experience, should inspire the community in which it is located with broader views, rather than confine itself, in its search for truth, to the dominant values of that community.

The faculty of this university is aware of the great efforts you have exerted in guiding our growth in all areas and wishes to assure you of its gratitude. We regret that you will no longer direct our destiny, but we believe that your educational principles will echo across our campus and through our lecture halls when you have ceased to be our leader.

We wish you the best of success and the greatest happiness in your plans for the future and look forward to our association with you as a colleague and friend, and we hope that your years ahead as a professor of Political Science will be as gratifying to you and as valuable to the university as have been your past years of service. The University of Texas at El Paso chapter of the American Association of University Professors looks forward to welcoming you as a member and to profiting from the wisdom you will bring to it from your years of academic experience and your earlier leadership in the AAUP.

Very Sincerely,

The University of Texas at El Paso Chapter
American Association of University Professors

The Steering Committee

Edward Richeson, Jr., President
Michael Blue, Vice President
Melvin P. Straus, Immediate Past President
Guido A. Barrientos, Secretary
Lee Van Zant, Treasurer
Thomas I. Cook, Counselor
Kenneth K. Bailey, Counselor
Carl Hertzog
Setting up exhibit
“What it takes to
make a book” in
the President’s
Library.

S. D. Myres
Editor and Chairman
of the Editorial Committee
Discussing the role of the governors of the states of Mexico by examining their biographies and functions.

For use as a college physics text, notable for an unusual approach to the subject.

"... A real find, brilliantly presented in a Carl Hertzog-designed volume by El Paso's Texas Western Press." "Elroy Bode is that unexpected kind of Texan, a contemplative mind. And he is more, a genuine artist." "For the format of Bode's book, Hertzog has surpassed himself. You will probably not find a more perfect title page (point of view of design) all year." — Lon Tinkle in Dallas Morning News, October 1, 1967.

One of the Academic Reprint Series. Its purpose "is to provide for historians, their students and an interested public, some of the shorter essays which have changed the course of interpretation in history and related social sciences, or have synthesized or added significantly to the body of knowledge in these humanistic studies."

BONER, CHARLES P. The Challenge That is Physics. 9 pp. 1962. Wrappers.
A pamphlet in the Lecture Series which began at Texas Western College in the 1961-62 academic year. Distinguished scholars from other institutions came to give advice on departmental affairs and to deliver lectures, which were printed by the College Press.

Traces the growth of stage productions from pioneer conditions to firmly established tradition. Early-day El Paso history including gunfights.

Dr. Bradly, Professor of English in The University of Texas at El Paso, has written authoritatively and extensively on such varied topics as Chaucer, Shakespeare, and Pancho Villa. In this volume, he considers the Danish Prince in his true light as a crafty schemer — the traditional Scandinavian trickster. The physical beauty of the book is enhanced with ornaments and initial letters used in the First Folio of 1623.


A. Trade edition. Cloth, in tan d/w.
B. Special edition. Three hundred copies were especially numbered and autographed for members of the El Paso Bar. Top edge gilt. Cloth, in dark blue-green d/w.

“...the young Texas Western College Press, guided for the dozen years of its existence by noted designer and typographer Carl Hertzog, has issued a book of local history which, while specialized in its subject, is worth extra attention for the beauty and appropriateness of its format.” Margaret Hartley in Southwest Review, Summer 1964. The volume has a typical lawbook binding.


CARDENAS, LEONARD, JR. The Municipality in Northern Mexico. Southwestern Studies Monograph No. 1. 37 pp. Wrappers. Traces municipal organization in the frontier areas of Mexico, concluding that Spanish traditions have been followed.

CHRISTIAN, JANE M. The Navajo: A People in Transition. Two Parts. Southwestern Studies Monographs No. 7 and No. 8. Illustrations. Maps. 69 pp. 1964 and 1965. Wrappers. Concerns the development of the Navajo tribe under pressures of various kinds, particularly governmental pressures from Washington. Special attention is given to the Indian Bureau and its effects on the Navajo. Author concludes that “Neither conquest nor any of the various efforts made to rehabilitate them has succeeded in destroying their integrity as a people.”

ern College, and the joint program of the American Meterological Society and the American Institute of Aeronautics and Astronautics.

CURTI, MERLE. The 1920's in Historical Perspective. 18 pp. 1966.
Second monograph of the Cotton Memorial Papers.

Traces the lasting impression that seven brothers and three sisters have left on the Southwest.

FIERMAN, FLOYD S. The Spiegelbergs of New Mexico: Merchants and Bankers, 1844-1893 Southwestern Studies Monograph No. 4. Illustrations. 48 pp. 1964. Wrappers.
Devoted to six brothers who joined in a series of significant commercial ventures. The author discusses "the way they went about their work" and concludes that they were "the type of men who built the West."

Concludes that the Tetragammation in the Triangle has a history older than the Santa Fe Cathedral; that many Hebrew characterizations have been used by the Catholic church; and that Archbishop John B. Lamy used these on the Santa Fe Cathedral because it was established practice by the Catholics.

A. Cloth, in d/w.
B. Pictorial wrappers.
One of the few personal frontier accounts written by a Negro. Flipper was the first of his race to graduate from West Point. After serving with the Army at Forts Sill, Elliott, and Davis, he became a mining engineer in the Southwest and Old Mexico. "The bare bones of high adventure, simply and colorfully narrated, making fiction look drab." — Books of the Southwest, May 1963. 125 copies were bound in cloth; 500 in wrappers.

Interestingly written reminiscences which have the usual lapses of memory. These are connected and elaborated in the notes.

"... Scholarly, yet entertaining history of the first fifty years of Texas Western." — Arizona and the West, Winter 1965. The binding used for this volume is the same "adobe print" which was employed in 1952 for The Spanish Heritage of the Southwest (the first book issued from the Texas Western Press) and used subsequently for many of the college's catalogues.
A pamphlet in the lecture series.


McNEELY, John H. The Railways of Mexico: A Study in Nationalization. Southwestern Studies Monograph No. 5. Illustrations. 56 pp. 1964. “Deals with the development of the major railroads of Mexico, placing particular emphasis on the railroad policies of the Mexican government.”


MULLIN, Robert N. The Boyhood of Billy the Kid. Southwestern Studies Monograph No. 17. Illustrations. 26 pp. 1967. Wrappers. Clarifies details of the early life of Billy the Kid and includes “several rare photographs never published before.”

[MYRES, Samuel D., editor]. Jubilee Papers. Progress Reports and Addresses Celebrating the Fiftieth Anniversary of Texas Western College. Preface. Photographs in color. xii + 93 pp. 1964. Boards. Speeches made on the campus during a significant year in the College’s history. Also included are statements by members of the staff which assess where the College is and where it hopes to go.


The articles are the proceedings of the Eighth Annual Regional Conference of the Rocky Mountain Council for Latin American Studies held at Texas Western College on April 13-14, 1961. This is the only time the Press printed the proceedings of this organization.


Third monograph of the Cotton Memorial Papers.


A pamphlet in the lecture series.


Offers a new approach to Karl Marx by separating his philosophy, his interpretation of history, and his economics into distinct disciplines.


"Desert Gold is a small offering in celebration of Texas Western College's Golden Jubilee, but it is an offering that sings with love of life and language." — From the Preface.


The purpose of the reports is to present occasional papers on El Paso and the surrounding area.


This material first appeared in the Southwest Studies series then subsequently was made into a book. "In his Introduction, Dean C. L. Sonnichsen of Texas Western observes that the English author's never having been in the U.S.A. gives his work a certain objectivity." — Books of the Southwest, February 1965.


The story of "one of New Mexico's most active and constructive sons from the last decade of the nineteenth century until his death at the age of eighty four in 1950." Ballard was a cowboy, lawman, soldier, stockman, and miner. The account is based on his memoirs.


This is the first publication in a Texas Western College Press series titled the Cotton Memorial Papers. These are published occasionally, and on various subjects, in honor of Frank B. Cotton, a benefactor of the El Paso college.
A pamphlet in the lecture series.

This work is the result of a joint effort on the part of the School of Education at The University of Texas at El Paso and The El Paso Public Schools to instruct senior students how to benefit the most from their practice teaching.

A pamphlet in the lecture series.

An interesting account of "the closest thing to a feud which the border country produced."

A definitive history of El Paso.

The early career of the United States Senator and Secretary of the Interior, who was the center of the famous Teapot Dome scandal. His was an American success story with an unhappy ending.

Sketches of Frank White, Ben F. Coons, Parker H. French, James Wiley Magoffin, Hugh Stephenson, and Simeon Hart. The narrative stresses their contributions to the growth of El Paso.

A pamphlet in the lecture series.

[Texas Western College]. The Ternion. A boxed set containing Mission '73, Frontier College, and Jubilee Papers. 1964. Anniversary Edition limited to 100 numbered copies.

A. Trade edition. Cloth, in d/w.
B. "Peso Edition." With Mexican peso bearing the portrait of Morelos laid into the front cover. Cloth, in d/w.
First full length biographical study in English of an activist priest whose interest in social reform ultimately brought him to prominence as a leading military and political figure in Mexico's war for independence from Spain. The Peso Edition was limited to 500 copies.

Evaluates the State's participation in the economic policies of Texas from 1821

108}
to 1900, stressing the promotion of immigration and settlement and the support of internal improvements, especially railroads.


Hamilton was a leader of anti-secessionist forces in Texas on the eve of the Civil War. Later, he served briefly as provisional governor during Reconstruction. The author of this biography is the former history department chairman and dean of the graduate school at The University of Texas at El Paso.


Traces the role played by an important army post in the defense of the Texas frontier.

**WILLBERN, YORK.** *The Public Service.* 9 pp. Colored wrappers.

A pamphlet in the lecture series.


* A. Trade edition. Pictorial cloth, in d/w. Second printing now available.


Williams came to Texas for health and adventure at the age of 24. Possessed of boundless curiosity, he was not only surveyor and lawyer, but folklorist, historian, and naturalist as well. Frank Dobie said of Williams: “Few men have known and understood the natural features of the Southwest as well as he. Someday his scattered writings will be put into an enduring book.” When the present volume appeared, it was hailed by one reviewer as “...a delight to the soul and a light to the inquiring mind. No better picture of the most colorful era in early Texas can be found.” As if that were not enough, the book was designed by that master typographer, Carl Hertzog. — R. Henderson Shuffler in *Texas Parade*, December 1965.


This book is a by-product of the distinguished lecture series sponsored by the Political Science Department at The University of Texas at El Paso during the 1965-66 academic year. Eight papers touching on different aspects of domestic government and politics are included.


A collection of papers by five Southwestern scholars relating to the dynamics of urban growth in the Southwest.