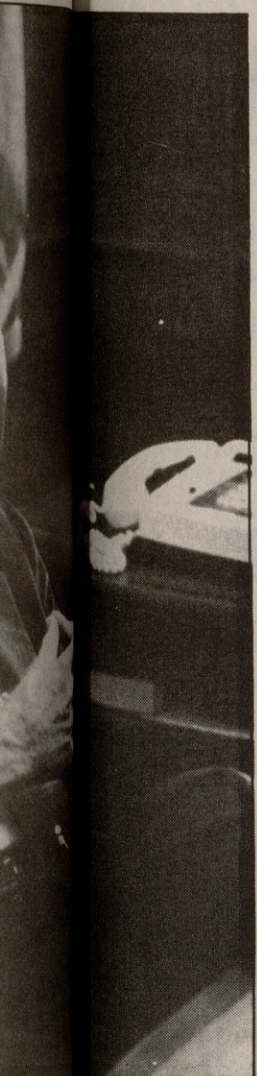


W. Hubert

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Regents Meeting.

tion had been having tremendous increases in enrollment — except at the A&M College of Texas," Hubert said. "Its enrollment had increased to an all-time high in 1948 to something above 8,000 students and it declined after that to under 7,000. And it stayed at that level throughout the rest of the 1950s."

"I recall during my first registration period for the fall of 1959 ... there was great anxiety over whether we'd reach 7,000. And we didn't."

The Association of Former Students then commissioned a study asking high school students about Texas A&M as a college choice. When the results were analyzed, it was obvious that students were not interested in a college that was all-male and in which military participation was mandatory.

"That one study by the Association of Former Students probably had more to do with the dissolution of the requirement for military training than anything else. And it also became clear that this institution could no longer justify excluding women on the grounds of sex alone."

The first women admitted to Texas A&M during a regular session were family members of faculty. However, this policy gradually changed until all women who met entrance standards were admitted.

"After the study, I think it became apparent that A&M could admit women without changing too much of the curriculum and very little of the plumbing," Hubert said. "They could go to school here and be welcomed and survive."

"Over a period of time, these two issues — a non-mandatory military and the admission of women — were emotional, very emotional. I've heard the Hilton Hotel issue described as emotional, but it was mild, supermild, compared to the relaxing of the requirements for the admission of women."

"Unquestionably, the admission of women was the most important single policy decision made by this University in its history. It changed the entire chemistry of the University and ... from the moment women were admitted enrollment just flourished."

"I would guess today if you would take away the 13,000-plus women who are on campus, 13,000-plus men would follow them very quickly."

Hubert said there were few low points during his tenure at the University.

"One low point that lasted just for a matter of days or weeks was the dissolution of the College of Arts and Sciences and creating out of it a College of Liberal Arts, a College of Science and a College of Geosciences."

"That low point was related to ... an academic desire to keep the basic disciplines together in one family. I looked upon that as a frustrating experience at the time but really, it became obvious, just within a few months after the organization took place, that the real benefactors were the programs in those areas."

"It gave the liberal arts the opportunity to address its own needs and aspirations without being fettered by the strong dominance that prevailed on campus for the sciences and technology. It gave the liberal arts their own place in the sun."

Hubert continued: "Beyond that, I really haven't had any low points. There have been a few occasions where frustration has been at a high peak because of an inability to move a program forward as fast as one would have liked to have moved it."

"It took years to get a theater arts program; likewise, it's taking a long time to get the fine arts onto the campus. But there are some restraints beyond the boundaries of the campus that oppose those aspects of the University's growth and development."

"The Coordinating Board ... has for some unexplainable reason the feeling that at a land grant type university, there is not the need for a fine arts program. My own strong feeling on the subject is that a university is an ensemble, which has in its repertoire all the voices of its professional schools and basic fields of knowledge. Without a program of fine arts, the University is lacking."

In addition to a fine arts program, Hubert said he feels the University is in need of a law school.

"I believe with the addition of a basic program of fine arts and the addition of a law school, the University would have a complete ensemble and all the voices of the choir would be present," he said.

After Hubert became chancellor in October 1979, the Regents asked that he examine System organization and prepare recommendations for any changes thought necessary. Hubert developed a reorganization plan which called for the heads of the research and service organizations to report directly to the System chancellor, rather than the University president, and delivered it by the January 1980 deadline. The Regents approved the proposal unanimously.

University President Jarvis Miller did not approve of the plan, though, and objected strongly enough that, by the middle of the summer of 1980, he was no longer president of the University.

"This reorganization caused great consternation, but it wasn't a new idea at all," Hubert said. "The rationale behind it was very simple — the administration of a complex and diverse university was such an extensive extension program as A&M has and the administration of 35,000 real live energetic students on campus is more than a job for one person."

After his retirement, Hubert said he would work under another title until August 31 with Dr. Arthur G. Hansen and be available for help or advice when needed.

Then, Hubert said, he will take time out just to relax.

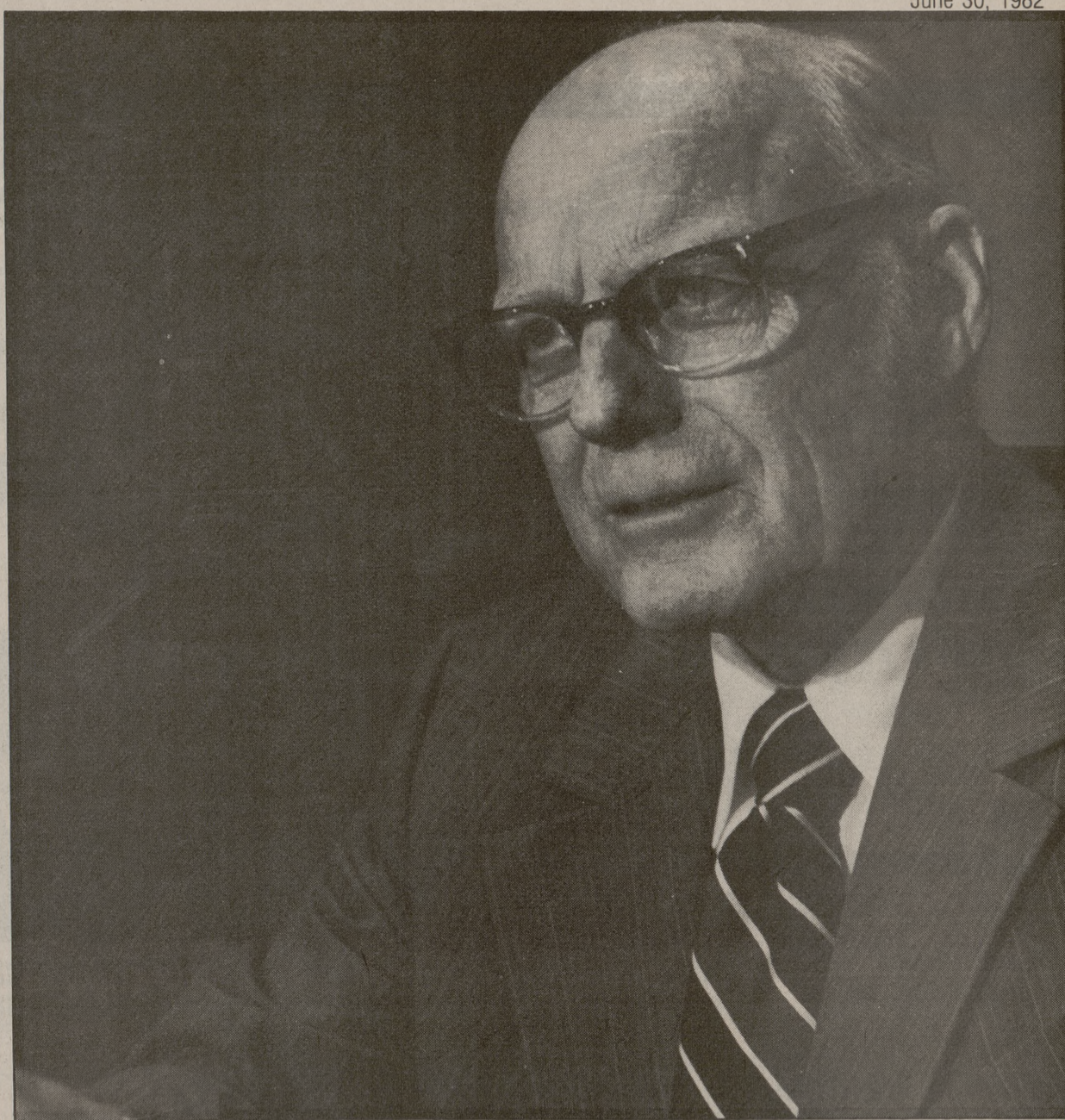
"We have a small farm west of town where we've started trying to grow grapes," he said. "It's not a friendly environment for grapes but if it works out, I may try to make a little wine."

But, Hubert said he will not sever all ties with the system.

"I may continue to work with individual committees (of the system)," he said, "but that decision will be made by Dr. Hansen and the Regents."

When asked about his outlook for the University and the System, he said: "Texas A&M is increasingly growing in quality. With some additional facilities, I think the University will be ready to enter an era of unparalleled growth and quality of life and performance."

"I think that's where its real future lies — doing those things better today than we did yesterday or last year."



File Photo

Colleagues praise Hubert's abilities

by Terry Duran

Battalion Staff

Frank W.R. Hubert has left his mark, in progress, policies — and people.

Hubert steps down today as chancellor of the Texas A&M University System, ending 23 years of service in several capacities. Hubert will turn the reins of his office over to Arthur G. Hansen, former president of Purdue University in Indiana.

Hubert has seen Texas A&M's enrollment triple as it grew into a full-fledged University, and has overseen the past three years' growth of the System — four campuses and seven research and service agencies — from the chancellor's chair.

Hubert first came to Texas A&M in 1959 as dean of the School of Arts and Sciences, leaving a job as a public school superintendent. As the A&M College of Texas grew into a University, "schools" became "colleges"; by 1968 the College of Arts and Sciences had spawned the colleges of Science, Geosciences and Liberal Arts.

In 1970, the College of Education was formed from components of the colleges of Liberal Arts, Agriculture and Engineering and placed under Hubert's leadership.

Dr. Charles McCandless is currently the acting vice president for academic affairs, but Hubert hired him in 1961 as director of intramurals and an assistant physical education professor. The Department of Health and Physical Education came under the umbrella of arts and sciences at that time. McCandless later became associate dean of the college.

"We got along very well," McCandless says. "(Dr. Hubert) was and is a very effective administrator."

"We worked together closely for five years (when McCandless was associate dean). If I needed any advice, he was always available."

Hubert became chancellor of the Texas A&M University System in October 1979, responsible for operations of the entire System. Soon after, Hubert recommended to the regents a reorganization of the System: Heads of the

"I've enjoyed working with him. (He's) kind and gracious, yet a very strong administrator. You need talent to be a very strong administrator and yet cordial and gracious at the same time. I think the world of him." — Dr. John J. Koldus

System's agricultural and engineering experiment and extension services would report to the chancellor, rather than the president of the University. Then-University President Jarvis Miller disagreed, and, by the summer of 1980, had lost both the fight and his job.

The University's current president, Dr. Frank E. Vandiver, took office in September 1981 after a year-long search by the Texas A&M System Board of Regents. Chancellor Hubert reportedly had a strong hand in naming Vandiver to the University's top slot. Vandiver had this to say about his boss:

"I've enjoyed working with him. He's an awfully good boss. He has a great sense of humor, which I found especially nice — a very careful, fair administrator."

"He was always very judicious in the advice he gave. He gave excellent, ma-

ture advice from an administrator who had been around — with the experience he's had, I turned to him a lot."

"I've had a great time working with him."

Dr. John J. Koldus, vice president for student services, is another veteran Texas A&M administrator. He describes Hubert as a "strong administrator, a super-nice guy."

He added: "I've enjoyed working with him. (He's) kind and gracious, yet a very strong administrator. You need talent to be a very strong administrator and yet cordial and gracious at the same time. I think the world of him."

As chancellor, Hubert was directly responsible to the Board of Regents for System operations, a two-way link between the policy-making regents and the needs and wants of the System's parts.

Robert Cherry, secretary to the regents and vice-chancellor for public affairs, is a long-time employee of the Texas A&M administration. He has nothing but praise for Hubert.

"(Hubert) appeared as the right man at the right time in the history of the A&M System," Cherry said. "He has done a tremendous job as an administrator and in continuing the progress of all parts of the Texas A&M University System."

"He's remarkably perceptive and has an uncommon knowledge of the phenomena of human behavior in a large organizational structure."

"When Dr. Hubert was appointed," Cherry said, "he quickly grasped the reins of the organization and was able to manage for an uninterrupted continuum of progress of the vast A&M System."

Another veteran administrator is W.C. "Clyde" Freeman, executive vice chancellor for administration. He called Hubert's style "an iron fist in a velvet glove."

The current chairman of the Board of Regents is Dallas businessman H.R. "Bum" Bright. As regents' chairman, he has worked closely with Chancellor Hubert since 1980.

"I hold him in extremely high personal regard," Bright said. "I admired and respected Dr. Hubert in his position as chancellor a great deal. I don't think he's ever done anything but give the utmost of his abilities in his work for the University and the System."

"He has provided the University with great leadership, great integrity and great loyalty. It will be a loss to the System to lose his leadership and expertise at A&M."

Clyde H. Wells was regents chairman from 1958 to 1980 and is still a member of the Board. He echoes the "iron fist in a velvet glove" theme:

"Dr. Hubert is a strong administrator. He's tough and he's fair. He knows his stuff in higher education. He's one of the finest administrators the Texas A&M University System has ever had, and we're very pleased that we had him when we needed him."

"We're proud of his record of service — he's made a fine contribution. He had a lot of tough decisions to make, but he handled them well."

"The Chancellor's position is a great big assignment, with terrific responsibility. Those kind of assignments are tough. If it's done right, the man who performs is to be commended."

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