

1980

Board of Trustees February 26, 1980

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UNIVERSITY OF MAINE
BOARD OF TRUSTEES

February 26, 1980
Bangor Civic Center
Special Meeting

PRESENT: Chairman Francis Brown, Patricia DiMatteo, Alan Elkins, Stanley Evans, Thomas Monaghan, Richard Morin, Harold Raynolds, Elizabeth Russell, Thaxter Trafton, Artemus Weatherbee. Absent: Bernard Carpenter, Joseph Hakanson, Susan Kominsky, Ellen Platz, John Robinson. Staff: Chancellor McCarthy, Robert Binswanger, William Sullivan, Mary Ann Haas, Kenneth Allen, Donald Beattie, Arthur Buswell, Einar Olsen, Stanley Salwak, Richard Spath, Robert Woodbury, Press and Public.

Chairman Brown convened the meeting.

Report of the Committee of the Whole.* Mr. Monaghan reported that on the previous evening the Trustees had met as a Committee of the Whole to consider Campus nominations for tenure. Mr. Monaghan presented the Committee's recommendation for approval of the nominations and on his motion, which was seconded, it was

VOTED: to award tenure to University of Maine faculty,
as follows:

University of Southern Maine

Walter R. Stump - to Professor of Theatre, with tenure

Peter M. Lehman - to Associate Professor of Sociology, with tenure

Barbara L. Rich - to Associate Professor of Social Welfare, with tenure

Jean E. Gutmann - to Associate Professor of Associate Business
Administration, with tenure

Charles M. Lyons - to Associate Professor of Special Education, with tenure

John A. Zaner - to Associate Professor of Industrial Education, with tenure

William F. Gayton - for tenure as Associate Professor of Psychology

Russell J. Kivatisky - for tenure as Assistant Professor of Communication

Mary A. Pine - for tenure as Associate Professor of Early Childhood
Education

* The report of this Committee constituted the only business transacted in this Special Meeting and it actually occurred just before the recess for lunch. In the interest of continuity, it has been recorded as the first item in these minutes.

University of Maine at Presque Isle

Henry H. Chang - to Professor of Sociology, with tenure

Joel W. Dana - to Associate Professor of Art, with tenure

University of Maine at Orono

Richard T. Brucher - to Associate Professor of English, with tenure

Steven F. Cohn - to Associate Professor of Sociology, with tenure

Jeff T. Evans - to Associate Professor of English, with tenure

Louis O. Hall - to Associate Professor of Music, with tenure

Donald S. Hayes - to Associate Professor of Psychology, with tenure

Fred E. Heath - to Associate Professor of Music, with tenure

John M. Ringo - to Associate Professor of Zoology, with tenure

James J. Troiano - to Associate Professor of Spanish, with tenure

Leslie E. Watling - to Associate Professor of Oceanography, with tenure

Hope W. Burns - to Associate Professor of Dental Health, with tenure

William N. Cooke - to Associate Professor of Industrial Relations,
with tenure

Jacob Naor - to Associate Professor of Marketing, with tenure

Terrence J. Keating - to Associate Professor of Civil Engineering, with
tenure

Richard A. Cook - to Associate Professor of Human Development, with tenure

James R. Gilbert - to Associate Professor of Forest Resources, with tenure

Warren E. Hedstrom - to Associate Professor of Agricultural Engineering,
with tenure

William L. Mitchell - to Associate Professor of Plant and Soil Sciences,
with tenure

Robert Roxby - to Associate Professor of Biochemistry, with tenure

Robert K. Shepard - to Associate Professor of Forest Resources, with tenure

University of Maine at Orono (continued)

Malvern Gilmartin - for tenure as Professor of Marine Zoology

John C. Hassler - for tenure as Associate Professor of Chemical Engineering

Bryan R. Pearce - for tenure as Associate Professor of Civil Engineering

University of Maine at Fort Kent

Charles E. Closser, Jr. - Director of Performing Arts, for tenure as
Associate Professor

University of Maine at Farmington

Gari R. Muller - for tenure as Associate Professor of Foreign Languages

Malcolm L. Bransky - for tenure as Associate Professor of Education

Barbara J. Poudrier - for tenure as Associate Professor of Education

Margaret E. Butler - to Associate Professor of Home Economics, with tenure

University of Maine at Augusta

Thomas Hoffman - to Associate Professor of Music, with tenure

Charles Winfield - to Associate Professor of Music, with tenure

William Cade - to Associate Professor of Criminal Justice, with tenure

Carleton Cowan - to Associate Professor of Mathematics, with tenure

The remainder of the meeting was devoted to the third in a series of symposia scheduled by the Trustees for discussion of major issues in higher education. The topic for this session was Centralization/Decentralization, addressing the fundamental concepts and relationships which underlie the University of Maine. In addition to Trustees present, the following participated as resource persons: Robert L. Gayle and Richard D. Ingram, President and Vice President, respectively, of the Association of Governing Boards; Chancellor Patrick McCarthy, Vice Chancellors Robert Binswanger and William Sullivan; Campus Presidents Robert Woodbury and Kenneth Allen.

Centralization/Decentralization Presentation.

Chairman Francis Brown provided a general introduction to the program and introduced Mr. Gale and Mr. Ingram.

The Legal Framework. Mr. Brown outlined the legal framework within which the University operates, legally separate from the State but performing certain state-level public functions. He touched on the statutory relationships between

the University and the federal and state governments, and took note of the Trustees' unique responsibility to administer the institution both in accordance with the statutes and with due regard for the diverse assumptions, expectations and practices inherent in academic tradition. He reviewed the Trustees' authority to request and administer State funds, their autonomy for the management of the institution, and their responsibility to remain accountable to the public. In concluding his remarks, Mr. Brown listed the major objectives of Trustee governance:

- to marshal and foster the creative resources of the University;
- to provide clear policy guidance while decentralizing as much as possible;
- to assure lawful and efficient operation.

The Governance Structure. Chancellor Patrick McCarthy identified the basic problem facing institutions of higher education as "the paradox of freedom," the need for the governing body to create an atmosphere where academic freedom can flourish in the classroom and, at the same time, maintain accountability for its public trust. He briefly outlined the governance structure of the University of Maine to provide a frame of reference for his discussion of the manner in which authority is delegated by and from the Trustees, through the Chancellor, to the Campus Presidents and, through them, to the Campus department heads and teaching staff. Recognizing that responsibility for the total University rests ultimately with the Trustees, the Chancellor elaborated on the policy and decision-making processes through which sufficient authority to implement the Campus missions is delegated to the appropriate levels of the institution. The Chancellor also elaborated on the mechanisms available to insure accountability: 1) prior restraint, clearly defined regulations for carrying out specific activities; and 2) a post audit system through which activities can be monitored and evaluated, after the fact.

The Chancellor touched briefly on the four topics selected to serve as specific examples for further examination of the delegation of decision-making: budget, student selection, external funding and the academic program. The presentation was chaired by Dr. Gayle who presided over discussion periods following each topic presentation.

Budget. Vice Chancellor William Sullivan made the presentation on financial management, describing budget formulation at the Trustee level as the manifestation of the Board's intentions, the Trustees tool for establishing direction for the institution and for determining the financial boundaries for each Campus. He discussed budget development at the University level where the Trustees establish the size of the operational and auxiliary enterprise budgets, determine the sources from which the funds will be derived, approve uses of other funds received from external sources, and accept all gifts to the University. Mr. Sullivan also identified other decisions Trustees reserve to themselves for capital procurement, setting of salaries and wages and for establishing special emphasis programs. He then traced the processes through which authority is delegated to the Campuses for expenditure of these funds in the day-to-day operation of the institution as the Campus administrators

meet their obligations for resolving competing claims for funding of Campus functions and for implementation of Campus missions. Mr. Sullivan described the manner in which the prior restraint and post audit systems insure accountability and, to the greatest extent possible, flexibility. The prior restraint systems which insure that certain activities will be properly executed in accordance with fixed procedures include payroll, procurement, and accounting activities, all of which are computerized and administered by the central office. He emphasized that prior restraint systems deal with procedures only, regulating the processes for hiring staff or procuring goods and services. The respective managers determine who will be hired, and what, when and how many goods will be procured. The post audit system provides for review of past actions and provides financial information to administrators in a timely way, allowing operating management considerable creativity and discretion with a minimum of prior restraint.

Student Selection. University of Southern Maine President Robert Woodbury discussed student admissions focusing on the manner in which policies enacted at the Board level structure the numbers and kinds of students admitted to the various programs in the institution. He noted that the parameters for student admissions are set in the broad outlines of Board policies which deal with admissions, student financial aid and scholarships, tuition costs, allocation of resources to Campuses and approval of academic programs. There is delegated authority at the Campus level for allocating resources to specific programs, for staffing an admissions office, for establishing criteria for admission and for selecting and admitting students into the programs. Dr. Woodbury also discussed accountability, noting that in this area, accountability is less precise than in financial areas. He suggested accountability in this instance functions at two levels. One is the quantitative level which focuses on the numbers of students, numbers of credit hours, in a variety of formats to provide a profile of the student body and how it changes over time. The other is the subjective level which focuses on the quality of the education experience and it includes the faculty-student relationship, ethical responsibilities of the teaching staff, grading standards, course content and the capacity of graduates to obtain employment.

External Funding. Dr. Kenneth Allen, Acting President, University of Maine at Orono, discussed the relationship with external groups involved in activities which relate to the University. He selected as examples, five specific organizations which have been established with Board approval to promote various activities at UMO: 1) General Alumni Association, 2) Development Council, for the encouragement of financial support for the benefit of the University and its students, 3) Department of Industrial Cooperation, to provide technological expertise to industries of the State, 4) Pulp and Paper Foundation, to interest and assist students in preparing for careers in pulp and paper industries; and 5) University of Maine Foundation, an investment trust for managing funds acquired by gifts and donations. Dr. Allen touched briefly on the history of these organizations, discussed their operation and the way in which they interact with the Campus structure, and reviewed the auditing mechanisms through which their activities can be monitored.

Academic Program. Vice Chancellor Robert Binswanger discussed the academic program, focusing on the delegation of authority for program development. He traced the development process from its point of initiation at the professorial level where the teaching staff exercises responsibility for design and planning of the curriculum, through Trustee level responsibility for establishing policy guidelines and major priorities for academic concerns. He emphasized the significant and critical role of the faculty in program development which he defined as a slow, thoughtful and extensive process. Dr. Binswanger also discussed techniques which assure accountability and at the Trustee level these include program assessment, campus accreditation, student placement and graduate school admissions. At the professorial level the professor is held accountable through assessment, student evaluations and peer response. In concluding his presentation, he noted that the Board also has responsibility for safeguarding academic freedom for both students and faculty and for seeking the resources necessary to support the program it has directed the institution to carry out.

Summation. Dr. Robert Gayle, who chaired the presentation and presided over the discussion periods, provided a brief summation. He commended the Trustees and the Chancellor for creating an opportunity for discussion of the centralization/decentralization topic, which he said was becoming a key issue in public institutions of higher education. Elsewhere, he noted, the balance between centralization and decentralization varies from system to system and from state to state and that it appears to be easier to centralize functions than to decentralize them. In his opinion, the University of Maine is doing well in this regard.

JoAnne R. Magill
Clerk, Board of Trustees