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## Board of Trustees September 26, 1983

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UNIVERSITY OF MAINE  
BOARD OF TRUSTEES

September 26, 1983  
University of Maine at Presque Isle

PRESENT: Chairman Thomas Monaghan, Severin Beliveau, Francis Brown, Robert Dunfey, Peter Johnston, Geneva Kirk, Richard Marshall, Richard Morin, Harrison Richardson. Absent: Patricia DiMatteo, Alan Elkins, Stanley Evans, Joseph Hakanson, Richard Redmond, Ellen Wasserman. Staff: Chancellor McCarthy, William Sullivan, Harlan Philippi, Mary Ann Haas, Samuel D'Amico, Russell Smith, Richard Eustis, Paul Silverman, Judith Sturnick, Robert Woodbury, Constance Carlson, Byron Skinner, and Richard Spath. Press and public.

Chairman Monaghan convened the meeting. On motion made and seconded, the minutes of meetings held on May 23, 1983, and August 11, 1983, were approved as distributed.

1. Ratification of Interim Action. On motion made and seconded, interim actions taken by telephone ballot were ratified:

July 21, 1983

- Confirmation of Campus Student Activity Fees, and a UMO Communications Fee, for 1983/84. A list of the fees is appended to the file of these minutes.
- Appointment of Dr. George Miaoulis, as Professor of Marketing, USM, effective 9/1/83, at a salary of \$38,000. Dr. Miaoulis is awarded two years' probationary credit due to his previous experience.
- Appointment of Thomas P. Cole as Director of Facilities Management, UMO, effective July 1, 1983, at a fiscal year salary of \$35,865.

August 4, 1983

- Appointment of Dr. Howard G. Sachs as Provost/Vice President for Academic Affairs, UMF, effective September 1, 1983, at a salary of \$40,000 per fiscal year.

August 24, 1983

- Appointment of Dr. Jack L. Armstrong, as Vice President/Dean of Academic Affairs, with academic rank as Associate Professor of Psychology, UMM, effective August 20, 1983, at a fiscal year salary of \$28,000 plus an administrative stipend of \$7,000.

- Appointment of Dr. Maureen MacDonald Webster, as Associate Professor of Public Policy and Management, USM, effective 9/1/83, at a salary of \$32,500, with three years' probationary credit due to previous experience.
  - Appointment of Dr. Richard H. Silkman, as Associate Professor of Public Policy and Management, USM, effective 1/15/84, at a salary of \$32,500, with three years' probationary credit due to previous experience.
2. Chairman's Remarks. Mr. Monaghan reported that the Trustees had met informally at breakfast with representatives from the local agricultural community, who had a number of concerns relating to the University of Maine at Orono. Essentially, they were concerned that there has been no action at UMO as yet to fill acting positions, including the Deanship in the College of Life Sciences and Agriculture, nor to establish the advisory committee which was pledged a year ago. The discussion of possible cuts in the Cooperative Extension Service has generated further concern about the future role of agriculture at Orono. Mr. Monaghan said he had invited the group to have a spokesman reiterate their concerns during the citizens' input period of the Board meeting, when President Silverman would be available to respond. Mr. Monaghan said he thought there had been insufficient communication between UMO and the agriculture constituency. In response to questions, President Silverman said that, as he reported at the last meeting, a search committee is recruiting for a permanent Dean. He also reported that Acting Dean Wallace Dunham, who is also Director of the Maine Agricultural Experiment Station, has been conducting a series of self-studies over recent months, which have provided substantial interaction with the agricultural community. The President said he would be happy to meet with the local agricultural constituents to receive and respond to their specific concerns. Mr. Richardson said that one of their concerns is that the potato industry was assured a year ago that an agricultural advisory committee would be formed to provide a communications link and advisory support to UMO for agricultural issues. President Silverman said he understood that the advisory committee was already in place. Mr. Richardson indicated that whatever is in place should meet the assurances given and should be communicated to the agricultural leaders. He said they have requested a meeting with Orono officials at which Trustees would be represented. It was agreed that the President would notify the Trustees and the Chancellor's Office when arrangements for the meeting are firm.

Mr. Monaghan announced that he had intended to move a presentation on the Lewiston Campus to the top of the agenda to accommodate City officials and the Lewiston

State Representative, who expected to comment on the proposal. Since Mayor Paul Dionne had not arrived, the Trustees agreed to hear Representative Louis Jalbert's comments and to defer the study consultants' presentation and other comments until later in the session. Mr. Jalbert expressed his opposition to the City of Lewiston's proposal for establishment of a University Campus in the Peck building in Lewiston. He indicated that given its limited resources, the University could not afford an 8th Campus, nor could the City afford to pay the start-up costs for the proposed institution. Further, he perceived as inequitable the notion that the City should pay for the establishment of a local campus when he said that other campus communities in the State had not had to do that. Mr. Jalbert also discussed his concerns for the proposed use of the Peck building which he said was in such poor condition that renovation would greatly exceed the amount of money earmarked in the proposal for physical facilities. He pointed out that the Lewiston area is already served by a private college, a vocational-technical institute and the University of Maine at Augusta and urged the Trustees not to commit themselves to further modification of the University system. Mr. Monaghan thanked Mr. Jalbert for sharing his views, and expressed the Board's appreciation for his support of the University over the years. Before Mr. Jalbert departed, Mr. Beliveau asked for his reaction to a matter unrelated to the Lewiston campus proposal. Mr. Beliveau indicated that in its contract negotiations with its employees, the University has offered an increase of 2½%, which represents all of the money available. If the State employees, for whom negotiations are underway, are ultimately awarded increases which exceed 2½%, Mr. Beliveau asked Mr. Jalbert if he thought the Appropriations Committee would consider a similar level of funding for University employee increases. Mr. Jalbert, who Chairs the Appropriations Committee, said that he would support such a request. He spoke to the need for the University and the State to improve employee salaries and indicated that a major new tax is needed in Maine to eliminate an increasing reliance on higher fee structures.

After Mr. Jalbert departed, Mr. Monaghan welcomed Trustees Robert Dunfey and Geneva Kirk, who were attending their first meeting. At the request of the Chairman, and on motion made and seconded, Trustee committee assignments for the ensuing year were ratified. A list of the assignments is appended to the file of these minutes.

Mr. Monaghan briefed the Trustees on the Committee for Academic Excellence which has been formed by a group of citizens and is chaired by Mr. Owen Wells, who is an attorney in Portland. Mr. Monaghan reported that the

Committee members apparently believe that the University structure which was formed by State law in 1968, has not served the University of Maine at Orono well. The Committee has obtained legal and consulting services and intends to propose legislation to change the structure of the system in some way. Mr. Monaghan said he had pledged the University's cooperation in providing any information they require and he suggested that the group be invited to the next meeting of the Board to inform the Trustees of their intentions and objectives. Mr. Richardson indicated he did not object to extending the invitation and, as a public institution, he said the University would be obliged to provide whatever information the group requested. He was concerned, however, that the invitation not be perceived as support for the Committee's project. Mr. Beliveau noted that if the group intends to seek legislation the Board should be informed, and he indicated that the Trustees have a responsibility to insure that the information the Committee obtains about the University is accurate. Mr. Monaghan said the University's best interest would be served by a high degree of candor on both sides, and there was consensus that the Chairman would extend the invitation for the Committee to attend the next meeting.

3. Chancellor's Report. In his remarks, Chancellor McCarthy discussed the University's budget and planning processes which were initiated for the merged system by the Trustees' Higher Education Planning Commission soon after the merger in 1969, and which subsequently have been subjected to periodic review and refinement. He noted that the unique structure of the University of Maine enables the State to bring together the broad range of educational programs, from the pre-associate degree level to post-doctoral level, under a single governing body, which mechanism provides the most positive coverage of the educational mission for the benefit of the State. In addition this structure balances the need for the greatest possible creativity at the classroom level with the need for accountability of public funds. Within this structure, the Trustees have 1) developed overall plans which establish the guidelines for the campus missions, and 2) have formed the policy network through which the institution is governed. Together, these plans and policies constitute the visible set of the Board's intentions, which can be implemented at the campus level with substantial autonomy. The Chancellor pointed out that the budget process is one form of planning, and at the University, the budget process is a series of hearings wherein the Campus Presidents discuss with the Trustees their needs and aspirations for the use of their funds. This interaction enables the Board to give attention to the special needs in the biennial request for appropriations. The Chancellor noted that the driving force of a campus is its mission statement and he announced that it is time for the missions to be reviewed again. In concert with the

Administrative Council, it has been agreed that each Campus will review the detailed stipulations within its mission statement, assign priorities, determine budget allocations where funds are available, and estimates of timetables for future implementation where shortfalls occur. When the review is complete, the missions statements will be submitted to the Trustees with recommendations for reaffirmation or for change, depending on the outcome of the campus review. The Chancellor indicated that this review must be carried out within an overall understanding of the institutions' future direction. Therefore, the staff is already at work on a demographic study and analysis of projected growth of the State's economy to determine how the University will accommodate to the technological and manpower changes that can be anticipated. The Chancellor said the staff will also bring together studies from prior planning processes in order that the Trustees can reassess the overall envelope within which the individual missions must be integrated. In conclusion, Chancellor McCarthy said he had called attention to these processes in response to repeated inferences in the public media that the University does no planning, and perceptions that the institution somehow runs itself. Being familiar with many other institutions around the country, he reiterated that the University of Maine is a very good educational system. He reported that the staff was prepared to make a detailed presentation on the budget, which had been requested earlier by some of the Trustees. Mr. Richardson said he would prefer to have the budget presentation as a single agenda item at a separate workshop when there would be ample time for thorough discussion of allocation issues. The Chairman said the membership would be contacted to determine a date for the workshop, preferably before the next meeting.

Questions were raised about the State Commission which has been established to study education in Maine and the Chancellor was asked how the University relates to that Commission. The Chancellor, who serves on the Commission, pointed out that a lot of staff work will be needed to support the Commission's review, and the staff work will have to come from the affected agencies. He urged Trustees and Presidents to attend the hearings and suggested that the Board may want to consider trying to strengthen representation on the Commission to include individual's from elementary and secondary education as well as broader representation from higher education, since as it is presently constituted, the Commission is removed from those who deal with the issues on a day-to-day basis.

4. Citizen Input. Several individuals had registered to present comments to the Trustees under the Board's recently adopted policy to reserve time on the agenda for citizen input.

- Dr. Harold McNeill, Director of the Cooperative Extension Service, UMO, discussed the program and budget situation at CES in the context of recent public debate about funding for public service programs at Orono, and the impact reduced funding would have on Extensions's ability to continue to provide programs for the public. At the end of his remarks he responded to questions from Mr. Richardson and accepted an invitation from him to meet with the Educational Policy Committee for further discussion of funding issues and Extension activities. At Mr. Richardson's request, Dr. McNeill provided a copy of his remarks, which is appended to the file of these minutes.

- Mr. Wayne Thurston represents the University of Maine as a non-staff delegate to the National Council for Agricultural Research, Extension and Teaching. On behalf of the County Extension Association, he discussed the Associations' concerns for the underfunding of the Cooperative Extension Service and pledged the support of Extension clientele and volunteer leadership throughout the State to assist the Trustees in obtaining additional funds for the University from the Legislature.

- Mr. Ronald Beard, Hancock County Extension Agent, discussed the essential nature of the relationship between Extension and the land grant system at UMO. Mr. Monaghan observed that the Trustees had received voluminous comments about the Extension Service and its problems over the past several months and he wondered if further comments might not be more constructively directed to the administration at Orono. Mr. Johnston pointed out that the Extension Service has been under considerable pressure over recent months and its constituents are concerned that the Board fully understand the reciprocal nature of the relationship between Extension and the land grant campus. He said he thought it was the Board's responsibility to consider the issues raised. Mr. Monaghan noted that President Silverman has called for a study and he hoped the study would be carried out and would confront some of the questions that have been raised by Mr. Richardson and other Trustees, which he thought deserved answers. Specifically, the Trustees have questioned whether it is in fact appropriate to fund from student tuitions some of the social service programs offered by Extension. He said he thought that different alternatives

for funding some or all of Extension should be explored. He emphasized that he was not suggesting that Extension funding be cut, but rather that the Orono Campus has an obligation to study the problems and develop recommendations for Board consideration. Mr. Richardson pointed out that the Board has already been drawn into the problems and he believed the Board had a responsibility to try to resolve matters, and to cooperate with the special committee designated by the Legislature to study Extension. There being no objection, he said the Educational Policy Committee would review Extension's current operation and budget, the kinds of opportunities it is offering, and its funding, in order to keep the Board informed. Mr. Beard concluded his remarks by adding that the public debate this past summer over UMO's public service programs is translating into substantial support for UMO and the University system and he thought the Trustees would have an opportunity to turn that into something very beneficial for the University, through the Extension Service constituency.

- Mr. John Cancelarich, General Manager, Potato Service, Inc., Presque Isle. He also represents the potato processors on the Maine Potato Commission, and chairs the Commission's Research Committee. Mr. Cancelarich was among the group of local agricultural leaders which met with the Trustees earlier in the day. He returned for the public meeting, at the invitation of the Trustees, to reiterate the group's concerns. He said he had discussed with the Trustees the problems the agricultural industry has been having with UMO, particularly with respect to funding problems, and he noted that the primary problem may be one of communication. He said it is apparent that both sides must take some formal steps toward resolution of the problems. He reported that the industry needs to specifically document its concerns and present them to President Silverman for his review and response. The agricultural leadership is requesting an opportunity for regular meetings with UMO officials, and Mr. Cancelarich suggested that an annual conference might be appropriate, which would bring together representatives from the Orono administration, the agricultural industry, Extension Service and the Board of Trustees. He noted that his group is now aware of the University's financial stress which had not been fully understood before, and he was hopeful that the agricultural community could become part of the solution. Mr. Richardson expressed regret that President Silverman inadvertently had not been included in the breakfast meeting. He suggested that the meeting the group has requested with Orono staff and representatives from the Board, might be scheduled in conjunction with



the Board's December meeting, which will be held in Orono. Mr. Brown asked Mr. Cancelarich to comment on the industry's experience with the decentralization of the former Food Science Department at UMO, which occasioned some controversy last year. Mr. Cancelarich responded that at the last meeting of the Potato Commission's Research Committee, the membership was satisfied that the food science programs were being continued. For the benefit of Mr. Cancelarich, President Silverman reported again that the search process has been initiated for a permanent Dean of the College of Life Sciences and Agriculture and the Campus expects to have a nomination for Board action by Spring.

5. Lewiston Campus Study. At the request of the Chairman, Mr. Brown who chairs the Trustee's Lewiston Campus Study Committee, presided for presentation and discussion of this item. Mr. Brown reported that the Arthur D. Little Company, which had been engaged as consultants, has been gathering the information necessary for a decision by the Trustees on the City of Lewiston's proposal for the establishment of a University campus in that City. The Committee had asked the consultants to undertake a needs assessment in the Lewiston area and to provide information to support analysis of the impact of a Lewiston campus on the existing University system. Mr. Brown indicated that it was necessary to posit a specific program or curricula to test market interest, and the staff had provided a curriculum model for this limited purpose only. Mr. Brown announced that representatives from the consulting firm were present to provide a preliminary report on the progress of the study, and he introduced Mr. Harry Foden and Ms. Jean Ford Webb to make the presentation. Mr. Foden indicated that no statistics or conclusions were available at this stage of the study; the report would focus on the methodology formulated to obtain the information sought by the Committee. A market analysis, or needs assessment, will be based on the interest of potential students in the Lewiston area, i.e., future high school graduates, past graduates who have not pursued higher education, and others who might pursue a course of study if a Lewiston campus were available. The consultant team will address the impact of a Lewiston campus on student enrollment and program offerings at other University campuses, particularly those at Augusta, Farmington, Orono and Southern Maine, these being the closest to the area in question. Ms. Webb elaborated on the methodology employed and the kinds of information being collected to project potential enrollment.

To obtain information for the market analysis:

- . a so-called catchment area was designated which is the area within a 20-mile radius of the City of Lewiston;

- . this market was segmented into 4 bands, by age;
- . a statistical analysis will be made of students from the catchment area;
- . a demographic analysis will identify age groups, educational level, income, etc.;
- . a general population survey of 200 persons in the catchment area will explore general education levels, future education plans and general attitudes toward education.

Impact on University campuses at Augusta, Farmington, Orono and Southern Maine will be analyzed through

- . interviews of the Presidents and staff at the affected campuses;
- . analysis of enrollment patterns of University students from the catchment area, e.g., full or part-time, residence status, course of study, etc.

Assumptions formulated for the study:

- . a model curriculum has been developed by UMA and USM staff, for testing purposes;
- . a Lewiston Campus would have a phased opening schedule, i.e., a freshman class the first-year, freshman and sophomore classes the second year, etc.;
- . hours of operation were posited;
- . transportation thresholds were posited;
- . programs at existing Lewiston/Auburn Center would be incorporated in the Lewiston Campus;
- . stability of demographic patterns;
- . continuity of programs and program mix at affected campuses (assumes no major program shifts at UMA, UMF, UMO and USM).

Following the presentation the consultants elaborated on specific aspects of the assumptions and the methodology in response to questions of interest from the Trustees. Mr. Richardson said he hoped the consultants' final report would be available for Committee review in advance of the October meeting so that there will be time to deal with any reservations that may emerge. Chancellor McCarthy said the purpose of the presentation was to evoke any reactions the Trustees might have which would indicate a need to alter the study in some way. Mr. Brown urged the

Trustees to forward any comments or suggestions to the Committee as soon as possible.

Mr. Monaghan returned to the Chair and invited Mr. Paul Dionne, Mayor of the City of Lewiston, to comment. Mayor Dionne said he was present mainly to hear the consultants' progress report and to provide an update on the City's perspectives and, hopefully, some direction. He summarized the events which have occurred since the City's initial presentation to the Board last March. Specifically, the Legislature has approved a \$2 million appropriation for a Lewiston campus, under certain conditions. One condition requires that the bond issue be approved by the City's voters, and Mayor Dionne reported that the City Council has voted to send the question to referendum on December 6, 1983. He said that during the public hearings in Lewiston, many questions were raised about the curriculum, the site, the \$5.1 million cost to Lewiston, and about the status of the Trustees' study and whether the Board would take action on the proposal before the referendum. He indicated that the legislation seems to provide flexibility to the Trustees and City officials with respect to the kind of campus to be created and where it would be located, and he reported that City officials never envisioned a new campus, per se, with its own President, multiple deans and expensive bureaucracy. He said the City is looking for a greater University presence in the Lewiston area, a move to larger quarters which would provide more space, more classrooms, expanded library and other facilities. The City is looking for expanded educational opportunities, a broader curriculum, high tech courses, more professors and longer hours. He said that if the Trustees would provide a greater University presence and expanded educational opportunities, it would make no difference if this was provided under the wing of another Campus for a number of years. Mayor Dionne pointed out that the legislation allows flexibility for site selection and the only requirement is for a Lewiston location. He said the City had proposed the Peck site because it is available, affordable and adaptable to educational purposes. He noted however, that there are other sites which would be explored if the Trustees thought the alternatives would be suitable. He said he wanted to emphasize that City officials want to work closely with the Trustees. They have worked to obtain funding from the Legislature and will continue to work for funding from the City but Mayor Dionne said that the Trustees know what's best for the system and the City will trust them to design an institution which will meet the needs of the area. Following the Mayor's comments Mr. Brown asked for his reaction to the consultants' preliminary report and the Mayor said he thought the study was proceeding appropriately and that it would confirm the needs. Mr. Johnston asked if the proposed campus had polarized the City of Lewiston. Mayor Dionne reported that people support the UML concept and an expansion of the

University in that area, but there is some opposition to the cost of the project. Some citizens believe Lewiston is being singled out in having to pay the start-up costs. In response to a question from Mr. Beliveau, Chancellor McCarthy indicated that in fact most of the other University campuses were also created through local initiative, with some expense to the community. The Chancellor asked Mayor Dionne for further clarification of the City's perspective, noting that the original proposal was based on a free-standing eighth Campus with a President, and that the City's expectations seemed to have changed. The Chancellor pointed out that if the consultants are to measure alternatives for the delivery of educational programs, without full development of a University of Maine at Lewiston at this time, this would be very different from the original proposal. Mayor Dionne said the city was looking for something between what they now had, and a full-fledged campus. Mr. Richardson reiterated that a change in expectations might significantly affect the market analysis. Mr. Foden said it would not affect the market analysis, but it would affect the cost projections for the project. Mr. Richardson asked Mayor Dionne if he expected the Board to define the precise nature of what could be offered in Lewiston before the referendum on December 6th. Mayor Dionne pointed out that the City has a proposal based on the Peck site. Mr. Johnston said there have been reports that the faculty is dilapidated. Mr. Eustis, Director of Physical Facilities, reported that before the University became involved, an architectural firm had evaluated the Peck building for the State and declared the facility structurally sound and adaptable to educational functions. Based on those studies, Mr. Eustis said the University staff looked at the needs for services, facilities, elevators, etc., and estimated a cost of \$4.5 million to meet requirements to complete and equip the building for use by Fall, 1985. To summarize the City's perspective, Mayor Dionne reported that when the Lewiston Campus proposal was being formulated, the Governor asked the City to pay for the full cost, projected to be \$5.1 million. City officials indicated the most Lewiston could afford would be \$3 million. Through subsequent negotiations, it was agreed that the opening date would be set back one year, and that an initial \$2 million appropriation from the Legislature would be used for start-up costs. Thus the City would contribute \$3.1 million and the State \$2 million plus a later \$2 million which along with tuition and fees, would be used for operating costs. The Mayor said this is what the City has been talking about all along - a campus that would fit in that \$5.1 million figure. He said the administrative hierarchy associated with most campuses would require a lot of money and rather than administrative staff, the City is concerned about more classrooms, more professors, and more educational opportunities. The City has proposed the Peck site but it is flexible in that regard.

In the meantime he said the City believes the Peck site is a good one, and that the City's proposal is a good proposal. Mr. Monaghan thanked Mayor Dionne for coming and for his comments clarifying the City's expectations. There was discussion of the timetable for Board action on the Lewiston proposal,\* and Mr. Monaghan sought to determine whether the Trustees intended to take action on the issue in October, assuming the consultants' study was completed, or wait until after the Lewiston referendum. Mr. Richardson pointed out that the Mayor was now talking about a different kind of program and he said the Board would need a clearly articulated plan. Given the City's expectation that the Board would design a program, Mr. Richardson stressed that any action the Trustees might take before the referendum should be very straightforward so that Lewiston voters would not be confused about the University's intentions. Mr. Monaghan said he shared Mr. Richardson's concern. Mr. Brown reported that the consultants would need another two weeks to finish their analysis and he would convene the Committee as soon as their report was in hand. Chancellor McCarthy indicated that the analysis of the impact statement would be the primary issue and when that was available the Committee would have a basis for discussion and recommendations. After further discussion, there was consensus that the Trustees were willing to consider the Lewiston Campus proposal at the October meeting if the necessary information is available to support a decision.

\*This discussion took place near the end of the meeting. It is included here for continuity.

After a brief recess for lunch, Mr. Monaghan announced that in the interest of time the customary Presidents' reports would be foregone and the Presidents would defer to Dr. Carlson, President of the host Campus, which had prepared a presentation for the Trustees.

6. Presque Isle Campus Presentation. President Carlson said the presentation, which would be shortened considerably, would focus on recent events and on activities which blend the teaching, research and public service functions of the Campus. Among the recent events:

- SAT scores for entering freshmen averaged twenty points higher than last year's scores.
- On campus this summer in addition to 3 elderhostel programs, were a week-long family computer program, a newly created basketball camp for junior and senior high school students, and 2 computer camps, one for residents and a second for local high school students.
- The summer theater celebrated its 10th anniversary

season with the theme "American Cities and Towns." The theater enjoys the largest attendance in the State and has many Canadian supporters.

- Professor Guy Gallagher is President of the New England-Quebec Exchange Project which includes Presque Isle among the 32 New England colleges and university memberships. Dr. William Forbes, Associate Professor of Geology is teaching at University College Cork in Ireland in exchange for Dr. Gerald Fitzgibbon, specialist in English and Irish literature, who is teaching at UMPI, and who will present a series of public lectures for campus and community.
- Professor Carol Ann Hall, economist, who directs UMPI's international studies, had a grant to conduct research in Canada this summer.
- The Atlantic Cultural Alliance which was formed at UMPI last week, is a logical extension of the Border Arts Council. Its membership includes the Machias, Fort Kent and Presque Isle campuses, the New Brunswick Arts Council, New Brunswick Department of Cultural Services, and representatives of New Brunswick border towns. The Alliance serves to cut costs and enhance the diversity of cultural programs for the membership.

Four individuals had been selected to represent the four major academic divisions, and to briefly discuss community/academic interests. They were introduced by Dr. Richard Cohen, Vice President for Academic Affairs.

- Beth Mitchell, Dean's list senior majoring in elementary education with a minor in mathematics, discussed 1) the need for student involvement in evaluation and improvement of standards for teacher preparation and 2) the essential nature of interaction between teacher and learner.
- Professor Raymond Wysocki, Business Management, helped shape the Campus's accounting major. He organized the Small Business Institute and directs an intern program for business students. He outlined the achievements of UMPI's business graduates, who compare very favorably with students from prestigious institutions, although the Presque Isle program is only five years old.
- Dr. Terrance Tripp, Chairman of the Mathematics/Science Division, discussed the developing computer science programs which are serving the campus and the community, and objectives for the future which include full integration of computer technology into the academic life of the campus.

- Mrs. Patricia Collins, a non-traditional student pursuing a Bachelor of Liberal Studies with a concentration in art, discussed her life-long involvement with education, as a mother, member of her local school board and, most recently, as an art student at Presque Isle. She attested to the sense of renewal provided by the Campus and its programs.

Chairman Monaghan thanked Dr. Carlson for an inspiring presentation and on behalf of the Board, expressed appreciation for the host Campus's hospitality.

7. Endowment Fund Performance. In the absence of Mr. Hakanson, Chairman of the Finance Committee, Mr. Beliveau presented the Committee agenda items. He called attention to the report on endowment fund performance, which was included for information.

8. Gifts, Grants and Awards. On motion of Mr. Beliveau which was seconded, it was

VOTED: to accept with gratitude all gifts, grants and awards listed under date of September 26, 1983.

9. Redesignation of Gift Fund. On motion of Mr. Beliveau, which was seconded, it was

VOTED: to approve the redesignation of the Weppler income to provide for its unrestricted use by the Orono Campus.

10. Performing Arts Center. President Silverman presented a report on the status of the museum/concert center project at UMO, which disclosed that the low base bid for the project was \$1 million over the architects's estimate of approximately \$4.36 million. Subsequent negotiations with the low bidder have identified alterations which would not change the project substantially, and certain items such as auditorium seating and sound systems, which could be deferred and dealt with in a later contract. The continued reductions and deferrals would amend the bid to approximately \$4.8 million, and the President requested that the Board authorize awarding the contract at that figure in order that construction could begin this Fall. To summarize the funding for the project, President Silverman reported that the total cost for a completed and usable facility is estimated at \$6.8 million, which includes deferred items. Funds available at this stage total about \$4.5 million, which represents cash in hand, sound pledges and earned interest. Conditional pledge agreements, as reported at the April meeting, total \$1.4 million, and, in

addition, the President said he would commit \$1 million from the Palmer bequest to UMO. (The final settlement of the estate is in progress and should be completed in 1 - 1½ years.) The President further reported that he would initiate a new phase of fundraising to obtain those funds represented by the conditional pledge agreements. He said actual construction of the facility would give impetus to the new fundraising campaign. If the campaign goal should not be realized, however, he said that whatever additional funds are needed would be committed from the Palmer bequest. He indicated that the details of a new campaign would have to be worked out, but he might hire a fundraiser from discretionary funds since Development Office personnel are needed for other important projects. During discussion, questions were raised about the architect's low estimate of construction costs. Mr. Eustis said that such large discrepancies are not common. He reported that architects' agreements provide that the design is the property of the designer and there would be no benefit to the University to replace the architect at this stage. He acknowledged that the architect would supervise the project and noted that there will be adequate inspection and the project will be well monitored. Mr. Beliveau

moved: that the Board authorize awarding a contract for the Concert Hall/Museum not to exceed \$4.9 million, and further authorize expenditure of funds for design, inspection, and utility construction, up to a total cost limit of \$5.5 million.

The motion was seconded. During discussion, questions were raised about the discrepancy between the proposed limit of \$5.5 million and the \$6.8 million estimate for completion of the project. Mr. Sullivan explained that deferred items and other tasks are included in the total project figure, but additional fundraising would be necessary before these can be authorized. President Silverman is aware that the Campus must come back for Board approval before exceeding the \$5.5 million limit. There being no further discussion, the motion was APPROVED.

11. Associate Degree Program, UMA. Mr. Richardson, Chairman of the Educational Policy Committee, presented the recommendation and moved its approval. The motion was seconded and

VOTED: to approve the Program: An Associate Degree in Computer Information Systems, submitted by the University of Maine at Augusta.

12. Associate Degree Program, UMO. On motion of Mr. Richardson, which was seconded, it was



VOTED: to approve the program, Associate of Science Degree Program in Medical Record Technology, submitted by the University of Maine at Orono.

13. Associate Degree Program, UMM/WCVTI. Mr. Richardson moved approval of the recommendation and the motion was seconded. Mr. Brown noted that this joint program has already received approval of the State Board of Education and he said the program is representative of the spirit of cooperation that prevails in Washington County between the Machias Campus and the Vocational Technical Institute and the relationship may generate other cooperative ventures. There being no further discussion, it was

VOTED: to approve the program, Associate Degree in Electronic Communications and Business, to be offered jointly by the University of Maine at Machias and the Washington County Vocational Technical Institute.

14. Tenure Presentation Outline. Mr. Richardson noted that this item was included for information only although the outline itself was inadvertently omitted from the material and will be circulated separately.

15. University of Maine Student Conduct Code. Mr. Morin, Chair of the Student Affairs Committee presented the recommendation for revisions which had been reviewed and approved by the Conduct Code Review Board. During discussion the staff responded to questions of interest from the Trustees. On motion of Mr. Morin, which was seconded, it was

VOTED: to approve the University of Maine Student Conduct Code, as revised effective September 26, 1983.

16. Intercollegiate Football Schedule. Mr. Monaghan briefed the Trustees on correspondence from the Chairman of the Board of Colgate University concerning the intercollegiate football schedule. Under new rules for Division AA, which affect UMO, a post-season playoff could extend into the reading period for semester exams, and the Board is asked to join with Colgate trustees to resolve the problem. Mr. Monaghan said the issue would be on the agenda for discussion in December when the Board will meet on the Orono Campus.

17. Anti-hazing Legislation. On motion of Mr. Morin, which was seconded, it was

VOTED: to adopt the rules as proposed by the Office of the Chancellor and University Counsel in compliance with 20-A, M.R.S.A., Section 10004 regarding Anti-Hazing Legislation, so-called.

18. Kitchen Changes in Wells Commons, UMO. In the absence of Mrs. DiMatteo who chairs the Physical Plant Committee, Mr. Marshall presented the recommendation and moved its adoption. The motion was seconded and it was

VOTED: to authorize a project to replace and up-grade kitchen equipment in Wells Commons, and further authorize the transfer of \$78,000 from the UMO Residence and Dining Reserve to an appropriate Plant fund account to cover the cost of this project.

19. Right of Way, Town of Veazie. On motion of Mr. Marshall, which was seconded, it was

VOTED: to authorize the granting of a 30 foot wide easement along the north side of the Maine Central Railroad right-of-way across property formerly owned by Alvah Weed in Veazie.

20. Naming of Physical Facilities, UMO. On motion of Mr. Marshall, which was seconded, it was

VOTED: to designate Room 202 of Carnegie Hall on the Orono Campus as the William Gropper Room in honor of the outstanding artist.

21. Capital Construction Status Report. Mr. Marshall called attention to the report which was included for information. Chancellor McCarthy said that the Administrative Council is preparing suggestions for a capital request to the Legislature which will be presented at a future meeting.

22. Appointment of Vice President for Academic Affairs, UMM. In the absence of the Chairman of the Personnel and Employee Relations Committee, Mr. Morin presented the recommendation and moved its adoption. The motion was seconded and it was

VOTED: to authorize the appointment of David A. Edwards, as Vice President for Student Affairs, University of Maine at Machias, effective October 1, 1983, at a fiscal year salary of \$27,250.

23. Appointment of Director of Athletics, UMO. On motion of Mr. Morin, which was seconded, it was

VOTED: to authorize the appointment of Stuart P. Haskell, as Director of Physical Education and Athletics, University of Maine at Orono, effective October 1, 1983, for a one-year term, at a fiscal year salary of \$34,305.

24. Appointment of Chairman and Professor of Computer Science, UMO.

On motion of Mr. Morin, which was seconded, it was

VOTED: to authorize the appointment of Dr. George Markowsky, as Professor and Chair of Computer Science, University of Maine at Orono, effective January 1, 1984, at an academic year salary of \$46,000 plus an administrative stipend of \$4,000.

25. Collective Bargaining Status Report. Mr. D'Amico, Associate Vice Chancellor for Employee Relations, briefed the Trustees on the status of union negotiations. He reported that negotiations with all of the unions are at a standstill at the moment, and that negotiations with the faculty union were adjourned at the union's request, although the University has indicated its willingness to reopen negotiations whenever the union wishes to do that. Chancellor McCarthy outlined the funding pattern for salaries which has prevailed in each of the last two annual sessions of the Legislature, wherein the University has received additional funds for salaries when negotiations between the State and its employees were completed. The University has no guarantee that additional monies will be available again, and its offer to the faculty union has been limited to the 2½% which the University has in hand. The Chancellor indicated that the staff may explore with the unions the possibility of a contract with a reopener provision, in the event the University received additional funds to achieve equity with State employee increases. During further discussion, Mr. D'Amico responded to questions of interest about other non-economic issues in the negotiations. Mr. Beliveau commented on a letter to the Governor from a faculty member who is President of his local AFUM Chapter. He said the letter contained serious allegations and some errors of fact about the University's bargaining process, and urged the Board to convey its own position to the Governor. Mr. Monaghan said he would write the letter on behalf of the Board.

26. Appointment of Student Collective Bargaining Representative.  
On motion of Mr. Morin, which was seconded, it was

VOTED: to approve the appointment of James Bowers, University of Maine at Augusta student, to fill the vacancy created by the resignation of Thomas Hamilton as student collective bargaining representative. This appointment is effective September 26, 1983.

27. Report on Reallocation Process, UMO. President Silverman reported on the status of reallocations in the public service area at UMO, which the Trustees requested at the August meeting. He indicated that when the impact statements

from affected units had been received and reviewed, it was apparent that the public service areas, along with the rest of the Campus, had absorbed accumulative budget shortfalls, and further reductions would result in unacceptable effects on the public the Campus is charged to serve. He said that on August 16th, he had informed the Chancellor and the Chairman that no reallocations are to occur from the Maine Agricultural Experiment Station, Cooperative Extension Service, the Bureau of Labor Education or the Bureau of Public Administration. He noted that the funding problems remain, however. He estimated that to fulfill obligations in the academic area, more than \$2 million will be needed, in addition to the projected increase in tuition revenue for 1983/84. The Campus further anticipates a shortfall in non-academic areas which will total \$460,000 which represents costs for utilities, maintenance, tuition waivers, etc. He reported that as part of the reallocation process, he has taken the following actions:

- Requested impact statements from non-academic areas:
  - Physical Plant
  - Police and Safety
  - Business Office
  - Employee Relations
  - Athletics
  - Student Affairs
- All vacant positions will require review and reauthorization by central administration.
- The possible curtailment or elimination of some programs, including academic programs, is under consideration.

President Silverman said he anticipated, on the basis of past experience, that the reallocation process will continue to be a difficult one. In response to a question from Mr. Richardson, the President said he would report back to the Board his final decisions on the options under consideration.

28. Status of Project Requests. In response to a request from Mr. Richardson, Chancellor McCarthy had prepared a summary report on Board agenda items which are under study or awaiting report, and the Chancellor briefed the Trustees on the status of these items:

- Student evaluation of faculty - the Administrative Council is working on this item and it will come back to the Board through the Educational Policy Committee.
- Post-tenure review process - the Administrative Council will report back through the Educational Policy Committee.

- Tuition differential - a report from the campuses is under review and recommendations are being developed.
- Admissions standards - staff work on this item is also underway. The Barringer Commission is examining this issue although not in comparable depth. It will be important to convey the University's conclusions publicly.
- Phased retirement - A report is being prepared for the December agenda.

29. Other Business. Mr. Beliveau raised questions about the University's policy on firearms for campus police and was informed the practice varies from one campus to another. After discussion and on motion made and seconded, the Administrative Council was directed to prepare a report on campus practices with respect to use of arms by police officers, and include any appropriate recommendations for the need for a system-wide policy.

30. Citizen Input. At the end of the business agenda, it was determined that several individuals who expected to present comments inadvertently had been overlooked. Mr. Beliveau expressed concern that the citizens input period was an inappropriate mechanism for University faculty, who have other vehicles for conveying their views to the Board, and for issues which would be more proper subjects for sub-committee review or consideration by the Campus Presidents. Mr. Monaghan pointed out that the Board's provisions for citizen input may need some further refinement, which could be addressed before the next meeting. He extended his apologies for the oversight and the following individuals were heard:

- Dr. John Alexander, Chairman of Civil Engineering, UMO, commented on the impact of underfunding of the University from the perspective of the Civil Engineering Department. He spoke to the excellence of the Department faculty and student body and to the shortage of resources which has resulted in qualified students being turned away.
- Mr. Alan Leighton, Vice President of the Seven Islands Land Company, and Chairman of UMO's Forest Resources Research Advisory Committee, spoke to the need for more faculty research time to enhance the maintenance of the State's forest industry. He reported that Maine's forests are in bad condition and the industry doesn't have the technology to stimulate production of the spruce and fir forests, or to replace them with other species. Research is needed as well in forest pathology, genetics and biometrics, among others, and there is critical need for trained technicians to support the research effort.

- Craig Freshly, President of the Student Senate, UMO, spoke to the students' needs for more space, research grants, equipment and library support.
- Dr. Richard Jacobs, Chairman of the Music Department and Dr. Paul Bauschatz, Chairman of the English Department, UMO, had registered but did not present comments, in the interest of time.
- A copy of the testimony of Dr. Robert Dunlap, Chairman of the Chemistry Department, UMO, to a special legislative committee, which is reviewing funding problems at Orono, was left with the Clerk, and a copy is appended to the file of these minutes.

Mr. Monaghan announced that the next meeting would be held on October 24, 1983, at the University of Maine at Farmington.

On motion made and seconded, the meeting was adjourned.

JoAnne R. Magill  
Clerk

