

11-18-1985

## Board of Trustees November 18, 1985

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UNIVERSITY OF MAINE  
Board of Trustees

University of Maine at Presque Isle  
November 18, 1985

PRESENT: Chairman Joseph Hakanson; Severin Beliveau, James Bowers, Francis Brown, Robert Dunfey, Stanley Evans, David Flanagan, Geneva Kirk, Richard Marshall, Thomas Monaghan, Richard Morin, Harrison Richardson, Barbara Sanford and Patricia Schroth. Absent: Robert Boose. One vacancy. Staff: Chancellor McCarthy, William Sullivan, Harlan Philippi, Mary Ann Haas, Samuel D'Amico, Richard Eustis, Robert Woodbury, Constance Carlson, Richard Spath, Arthur Johnson, Frederic Reynolds, George Connick, Richard Hayden and Roger Spear. Press and Public.

Chairman Hakanson convened the meeting. On motion made and seconded, the minutes of the meetings of September 22-23, 1985, were approved as circulated. Mr. Hakanson welcomed Patricia Schroth and David Flanagan, newly appointed Trustees who were attending their first meeting. No citizens responded to the invitation to address the Board during the period regularly reserved for citizen input, and the Chairman proceeded with the business agenda.

1. Chancellor Search Process. Mr. Hakanson introduced Dr. Shirley Chater, Senior Associate of the Presidential Search Consultation Service, which was retained by the Board to assist with the search for a new Chancellor. Dr. Chater presented the report of the consultants which identified some of the priorities which must be addressed by the Trustees and the new Chancellor; suggested important qualifications for the Chancellorship; and included recommendations about specific aspects of the search process, such as the structure of the search committee and the timetable for the search, among others. She took note of the report of the Governor's Visiting Committee, which is due early next year and since it may have implications for the search process, she reported that the Visiting Committee had been informed about the PSCS consultation with the University. The consultants recommended the appointment of a small search committee composed of the Chairman of the Board and three other Trustees, one faculty representative and one student representative. The recommended timetable provided that the Chancellor search would get underway directly, and that a candidate would be named by April 20, 1986. The advantage of an early search is that a Chancellor would be named in time to participate in the selection of the three campus presidents the University will be recruiting for shortly. A Trustee suggested that the advertising effort for the Chancellorship should be as broad as possible and include areas outside academe. Dr. Chater indicated that in addition to regular sources, the consultants would prepare a nomination

source list of knowledgeable people who would be interested in helping to find good candidates. The Search Committee would also contact individuals, locally and nationally, to identify outstanding prospective candidates, and members of the University community along with certain members of the public will be solicited for nominations as well, in order to have the most diverse list from the broadest possible range of sources. After further discussion and on motion of Mr. Richardson, which was seconded, it was

VOTED: To receive with thanks the report of the  
Presidential Search Consultation Service.

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

VOTED: To establish a Chancellor Search Committee

- to consist of four Trustees, including the Chairman and three others appointed by him and approved by the Board; one student from the student representatives to the Board, to be selected by its membership; and one faculty from the faculty representatives to the Board, to be selected by its membership, and
- authorized to retain appropriate consulting assistance, and,
- charged with responsibility, for, among other duties, following the timeline suggested in the consultants report, subject to such revisions as may be appropriate, and for staffing, provisions for confidentiality, content and distribution of the advertisement for the position.

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

VOTED: to authorize the Chairman to retain the  
Presidential Search Consultation Service to  
assist with the upcoming presidential searches.

Concerning the sequence of searches, Dr. Chater noted that the timing would be important since all four searches would be conducted almost simultaneously. She indicated that the Orono search would begin immediately with the presearch survey which would be taken the first week of December. The searches for Presque Isle and Fort Kent would begin in January. It is expected all presidential selections would be made by June. Mr. Hakanson asked for ratification of his selection

of the Trustee members of the search committees as follows:

Chancellor Search Committee:

Joseph Hakanson, Chairman  
Thomas Monaghan  
Stanley Evans  
David Flanagan

Presidential Search Committee, Orono:

Francis Brown, Chairman  
Barbara Sanford  
Harrison Richardson

Presidential Search Committee, Presque Isle:

Geneva Kirk, Chairman  
James Bowers  
Robert Dunfey

Presidential Search Committee, Fort Kent:

Richard Morin, Chairman  
Richard Marshall  
Patricia Schroth

On motion of Mr. Richardson, which was seconded, the Chairman's appointment of the Trustee members of the search committees was ratified. Mr. Hakanson requested that the Faculty and Student Representatives select their Chancellor Search Committee members and forward the names of those selected to the Chairman by December 6th.

2. Oversight Committee on Intercollegiate Athletics. Mr. Hakanson announced the appointment of the Committee, which was recommended by the Trustees ad hoc Committee on Intercollegiate Athletics in its report to the Board at the September meeting. The committee is intended to serve as an information conduit between the Campus and the Board and to provide policy direction and guidance for the athletics program. On motion of Mr. Beliveau, which was seconded, the Chairman's appointments to the committee were ratified as follows:

Harrison Richardson, Chairman  
Richard Marshall  
Patricia Schroth

3. Trustee Goals and Strategies. Mr. Hakanson presented a statement of Trustee Goals and Objectives which he said was in keeping with the responsibility of the governing body to provide direction for those who are charged with the ongoing operation of the University. He indicated that the University has been working on a five-year plan for the past two years and the Trustees have concluded that there now needs to be careful adaptation at the institutional level to reflect the findings of the University's planning process. Mr. Hakanson reported that the demographic figures for the next decade show a sharp

decline in the number of high school graduates and a steady increase in the number of non-traditional students. The economic projections for the State show the need for emphasis on science and technology. In addition the Board has looked at teacher education, the issues of quality, and proper funding, among many others. After numerous studies and discussions, the Trustees concluded that the best way to effect the necessary adaptation is to provide a strategic framework to guide the campuses as they prepare the final phase of their plans. It is expected that the local planning will take place in full coordination with the campuses' constituencies and internal policy review procedures. The Trustees strategy for the University of Maine include these goals:

- To achieve a 15% state funding level.
- UMO - a statewide institution:
  - a. to develop a graduate center that produces in excess of 100 earned doctorates and have a targeted graduate enrollment of 2500 (an increase of 150%).
  - b. to develop a more rigorous undergraduate program in the arts, engineering, forestry, life sciences and sciences accompanied by appropriate admission standards (to include a proven academic record) for a targeted enrollment of 5,000.
- Four Regional Undergraduate Institutions:
  - a. to continue programs relevant to their regional mission.
  - b. to assume responsibility for undergraduate teacher preparation with attention to an appropriate liberal arts foundation. (Implies a working relationship in utilizing resources of UMO and USM.)
- USM - an urban undergraduate and graduate institution:
  - a. to continue development of current mission.
  - b. to assume responsibility for providing baccalaureate programs in those areas not served; i.e., York County, Lewiston-Auburn, Augusta.
- Non-traditional two-year program mission of the University will be the central responsibility of Augusta and includes those programs now offered throughout the University.
- To integrate our plan with those of the VTI's to facilitate access and eliminate unnecessary duplication.

Statement of Implementation:

The strategy for ways to achieve a 15% state funding level must be clearly and comprehensively developed. It is requested that the Trustee sub-Committee on Legislative Affairs and the Administrative Council develop a long-term action plan for initiation with the 113th Legislature. In developing the final plan reference should be made to the Impact Statement submitted by the Office of Controller, October 24, 1985.

The University Five Year Plan must be reviewed and brought into conformance with the Trustees Goals and Strategies for implementation of the Plan. For those goals and strategies specific to particular campuses it is requested that each President submit an implementation plan which includes both a short term and long term time frame. Where relevant, programs which are targeted either for elimination or development must be specifically identified with a detailed time frame for implementation. The campus submission must also be accompanied by a full analysis of resources necessary to implement the stated goals and strategies. The final plan, with all documentation, for implementation of Trustee Goals and Strategies must be submitted to the Chancellor and Trustees by April 1, 1986.

Some time ago an ad hoc Trustee Community College Study Committee submitted a report which called for "the development of a community college concept throughout the University of Maine System with particular attention toward policies and procedures governing access to the University for older, part-time and commuter students." An equally important issue is the development of programs and services to meet the needs and interests of these students. Therefore, it is requested that Dr. George Connick submit a proposal to the Chancellor which includes an implementation plan for the Community College Study as well as addresses the need for program development and provision of appropriate services. The final document must be submitted to the Chancellor and Trustees by April 1, 1986.

Various activities are currently underway to improve cooperation and coordination with the Vocational Technical Institutes. In that such planning must also take into consideration the University Five Year Plan it is requested that the Chancellor and Commissioner convene a planning group of University and VTI personnel for the purpose of: a) reviewing and identifying program location for one and two year programs that are principally occupational or vocational in content and goals; and, b) recommending regional cooperation in planning and sharing of resources.

In concluding his presentation, Mr. Hakanson said the Trustees had considered the uniqueness of each campus and intend to enhance and improve the quality of each Campus and the importance of the System as a whole. The salient points of the discussion which followed are

outlined in summary form below:

- Given the University's limited resources it is not possible to duplicate programs all over the State. Capitalizing on each Campus' special strengths is the best way to upgrade University education for everyone in Maine and the establishment of this framework is an important move for the University.
- The VTIs are very anxious to cooperate with the University to address common problems and mutual concerns.
- It should be made very clear that these goals are broadly stated. The Trustees are not attempting to dictate change in a highly defined way. The plan envisions the Campuses being innovative and openminded as they help to develop these goals. Nor are the Trustees trying to pre-empt the report of the Visiting Committee. Given the relatively brief time the Visiting Committee has been at work, it could not be expected to construct a detailed blueprint for the University. But the Visiting Committee can make important comments and criticisms and what the Committee has to say will be very carefully considered. The legal responsibility rests with the Trustees to do the kind of planning the goals statement represents, and to work with faculty and staff to develop ways to achieve the goals. If the statement is approached with an open mind, public reaction should be positive.
- One of the things the Trustees have been after in the past is a coherent plan that represents the needs of the entire system and it will be important for those who will flesh out the goals to remember that their constituencies will need to understand and support what we are trying to do.
- If the Board adopts the goals as a policy statement, we're talking about the need for a major increase in the University's share of the State's dollars and we're talking about a major realignment in the way we allocate resources in the System. We're really talking about taking Orono out of that situation where its faculty, the quality of its programs, its whole survival has depended on what it could generate in terms of tuition revenue. This is a desirable goal for Orono. There are unique programs at USM, as well, that should be encouraged.
- Nothing in the goals implies taking anything away from USM. There will be enhancement at USM too, as time goes on.
- What's going to change is that Orono is going to be smaller but better, based on the premise that you can't have a quality system without quality at Orono.

During further discussion of the need for increased State funding, questions were raised about what could be accomplished within current appropriations. The Chancellor noted that a commitment to change in excellence would require a commitment to change in financing and he pointed out that there is no call for instantaneous change in funding. The recommendations are based on a growth in funding share of one percent per year. Given this gradual upgrading of University appropriations, the major components in the plan could be over the next seven years. As discussion concluded, Campus presidents were invited to comment. President Woodbury said he thought the goals reflected the missions statements that have been adopted by the Board. He said USM is an emerging institution and the Trustees' goals reinforce USM's developmental mission and accords additional responsibilities to the institution that will be challenging. President Johnson said he liked the idea of State-wide missions and the idea that UMO would develop as a first-class institution, but he said he was dubious about the magnitude of the goals for graduate education. He also expressed concern for the loss of revenue that would result from a reduction of enrollment at Orono to 5,000 undergraduate students. Both Presidents responded to questions from the Trustees about the nature of graduate education on their respective campuses. President Woodbury said he thought the near future would produce demands for graduate education that would have implications for Orono and elsewhere as the need for professionals to have access to continuing education continues to increase rapidly. He said he expected to see a major expansion in graduate studies to serve the traditional research-based programs and to serve the professionals who will return repeatedly to their studies to upgrade their skills. After further discussion, and on motion of Mr. Brown which was seconded, it was

VOTED: to accept the statement of goals and strategies as presented and with the understandings that have emerged from the discussion and debate.

4. Chancellor's Remarks. Chancellor McCarthy reported that he and the Chairman had a meeting with the Governor which was helpful in maintaining communications. It seems likely that there will be some State surplus this year and the Chancellor is hopeful the University would share in any division of such funds. The Chancellor also took note of the Task Force reports which have been widely circulated to legislators, citizens and libraries throughout the State. The public hearings to receive comments on the reports were attended by about 400 persons. The Chancellor said he considered the hearings a first step in the kind of public communications that are necessary to keep all parties well informed.



5. Gifts, Grants and Awards. Mr. Bowers, Chairman of the Finance Committee, presented the recommendation and moved its adoption. The motion was seconded and it was

VOTED: to accept with gratitude all gifts, grants and awards listed under date of November 18, 1985.

6. Trademark Protection. Mr. Bowers presented a recommendation to reaffirm its exclusive ownership to certain seals, logos and service marks. On motion of Mr. Bowers, which was seconded, it was

VOTED: that it shall be the policy of the University of Maine to declare openly and profess its ownership of the seals, service marks, logos and trademarks, to protect and defend its exclusive ownership thereof, to limit and restrict all use adverse to the interests of the University of Maine, and to limit and control other uses by third parties thereto through proper licensing agreements.

7. Olmsted Heritage Landscape Act. Mr. Bowers presented a recommendation to oppose the Act which, in its present form, may reduce the University's ability to revise certain streets and parking areas at Orono and may limit its right to depart from a plan for the Campus developed prior to the mid-1950s. On motion of Mr. Bowers which was seconded, it was

VOTED: to go on record as being opposed to the Olmsted Heritage Landscape Act, in its present form, and further authorized the University Chancellor to record this opposition with the Maine Congressional delegation.

8. Capital Facilities Plan. Reporting for a joint meeting of the Finance and Physical Plant Committees, Mr. Marshall, Chairman of the Physical Plant Committee, presented the recommendation and moved its adoption. The motion was seconded, and after discussion, it was

VOTED: to adopt Phase II of the Capital Facilities Plan, dated October 30, 1985, and authorize its submission to the Governor for action by the Second Regular Session of the 112th Legislature.

9. Property Acquisition and Sale, USM. Mr. Marshall presented the recommendation, and moved its adoption. The motion was seconded. During discussion, President Woodbury reported that the University properties in Portland have been thoroughly reviewed. The intent of the proposal is to acquire the Bedford Street property, which is

adjacent to the Portland Campus and to gradually dispose of the balance of University-owned properties on Washburn and Chamberlain Avenues. Having been moved and seconded, it was

VOTED: to authorize the acquisition of the property at 102 Bedford Street with acquisition costs coming from the sale of 7 Chamberlain Avenue and Campus Incentive Budgeting Funds. Acquisition of the property is to be subject to legal counsel review of title and transfer documents. Further, to authorize the orderly sale of the balance of University owned properties on Washburn Avenue and Chamberlain Avenue with disposition of the funds from these sales to be determined by Board action subsequent to the sales.

10. Sale of Property, UMO. Mr. Marshall presented the recommendation for the sale of several parcels of University-owned land held for use of UMO. President Johnson reported that with Board approval, the proceeds would accrue to help cover the operating costs of the Performing Arts Center which is due to open next Fall. On motion of Mr. Marshall which was seconded, it was

VOTED: 1) to authorize the sale of the five parcels of land described herewith:

- A four acre parcel in Orono located across the Stillwater River from the UMO Heating Plant. This parcel was originally used for storage of coal when the plant was coal fired.

- Two undeveloped lots on Pushaw Lake in Old Town, originally acquired as a location for UMO Sailing Team activities. The Sailing Team was discontinued several years ago. The parcels are accessible by road.

- A 24 acre undeveloped parcel in the Great Works section of Old Town near "High Head". This parcel fronts on South Main Street, but because of steep terrain would have to be accessed through adjacent privately owned property.

- A 72 acre undeveloped parcel in Old Town located between the Interstate and the Kirkland Road. This parcel is a part of the "Rogers' Farm", but was separated from the balance of the farm by the construction of

I-95. It is no longer easily accessible from the farm operation. The property fronts on the Kirkland Road.

- The so-called "Weed Property" in Veazie, excluding the home and barn; and

2) to authorize the net proceeds of this sale to start an Endowment Fund to cover the annual operating costs of the new Performing Arts Center.

11. Baseball Diamond Seating, UMO. On motion of Mr. Marshall, which was seconded, it was

VOTED: to authorize a project to provide approximately 1,300 additional spectator seats at Mahaney Diamond with the project to be funded by private gifts and \$5,000 from the President's Discretionary Fund.

12. Leave Request - President Constance Carlson. Mr. Richardson, Chairman of the Personnel and Employee Relations Committee, presented the recommendation and moved its adoption. The motion was seconded and it was

VOTED: to grant a leave for scholarly purposes for the 1986-87 academic year to Dr. Constance Carlson.

13. Leave Request and Designation of University Professorship. On motion of Mr. Richardson, which was seconded, it was

VOTED: to grant a leave for scholarly purposes for the 1986-87 academic year to Dr. Richard Spath and further authorize Dr. Spath to initiate the appropriate contacts so that, in accordance with the Board's criteria and administrative procedures, assignment and designation as a University of Maine Professor can be formalized commencing with the 1987-1988 academic year.

14. Appointment to Willey Professorship, UMO. On motion of Mr. Richardson, which was seconded, it was

VOTED: to authorize the appointment of Dr. William C. Rivard, as Arthur O. Willey Professor of Mechanical Engineering, University of Maine at Orono, effective September 1, 1986, at an academic year salary of \$45,000 and a \$5,000 stipend for this five-year appointment.

15. Appointment of University of Maine Professor - Changes in Criteria and Administrative Procedures. Mr. Richardson reported that at the Board's request the Personnel and Employee Relations Committee met with AFUM President Gil Rogers to discuss his concerns about the Trustees' policy which established the University of Maine Professor, Administrator, Researcher. Subsequently, the Committee reviewed the language of the policy and concluded that a provision for a review process should be incorporated. On motion of Mr. Richardson, which was seconded, it was

VOTED: to amend the Criteria and Administrative Procedures for Appointment of University of Maine Professor, Non-represented Faculty and Professional and Administrative Staff Personnel Policies Handbook, pp.48-49, as follows:

Under Section Purpose, the next to the last word, and, shall be changed to or.

Under Section Salary and Conditions of Appointment, #4, the following sentence shall be added: The appointee shall be subject to the same review process as individuals in equivalent positions.

16. Salary Report. Mr. Richardson called attention to the report of the administration's appointments to positions at salaries between \$30,000 and \$40,000. The report is provided for information on a regular basis at the Trustees' request.

17. New Program, USM. Mr. Brown, Chairman of the Educational Policy Committee, presented the recommendation and moved its adoption. The motion was seconded and it was

VOTED: to approve the Program: Master of Science in Applied Immunology, proposed for the University of Southern Maine.

18. New Program, UMF. Mr. Brown presented the recommendation for approval of a new major designed to provide teachers with a strong foundation in Math and Computer Science. On motion of Mr. Brown, which was seconded, it was

VOTED: the proposed program: Mathematics/Computer Science Major within the Bachelor of Science in Secondary Education, to be offered by the University of Maine at Farmington.

19. Program Planning and Assessments. Mr. Brown called attention to two items provided for information:

- 1) Summary of Academic Program Planning Activity, 1984-85; and
- 2) Report on the 1984-85 Campus Academic Program Assessments.

20. Student Affairs. Miss Kirk, Chairman of the Student Affairs Committee reported that the Committee had met briefly the previous day and had spent some time reviewing the Committee's functions. The Committee also discussed overcrowded dormitories at the request of Trustee Morin and although no action was taken by the Committee, Mr. Morin subsequently prepared a motion on the issue for Board consideration. Mr. Morin presented his recommendation and moved its adoption. The motion was seconded and it was

VOTED: that appropriate Campus Presidents provide a report to the Board at the January meeting on overcrowding in Campus dormitories. The report should fully describe the rationale for tripling students in rooms designed for two occupants, procedures for informing all individuals involved, expected duration of overcrowded conditions, and prospects for elimination of the overcrowding. The report should also discuss alternatives to triple occupancies or suggestions for handling the situation in a more positive way.

21. Report of the ad hoc Committee on Graduate Professional Education. Mr. Brown, Chairman, presented the final report of the Committee's review of the University of Maine School of Law which was the focus of the first phase of the Committee's study of graduate professional education in the System. He noted that the Law School has not been formally reviewed in some years and at the Committee's request, a self-study was prepared which provided a lot of information about the origins of the Law School, its growth and development, practices and procedures. Mr. Brown briefed the Trustees on the series of meetings which were held in the course of the Committee's deliberations with the Dean and the senior faculty of the School of Law, the Chancellor, and the President and Provost of the University of Southern Maine. The Committee's report was a summary of its discussions, and included a set of recommendations for action by the Board.

Mr. Brown elaborated on the series of recommendations which covered missions and structure, admission policies and procedures, library resources and tuition. During discussion, objections were raised that the Committee's recommendations were too moderate to fully effect desired changes at the School of Law, particularly in the areas of tuition and admissions. Preferences were expressed for a more substantial increase in tuition for out-of-state students and for a

stronger commitment to qualified Maine students for available spaces. After extensive discussion and on motion of Mr. Richardson which was seconded, further consideration of the report was suspended until the next regularly scheduled meeting of the Board, when the report will be on the agenda again.

22. Voting Degrees. On motion of Mr. Brown which was seconded, it was

VOTED: to authorize the awarding of degrees in course for the Fall Commencement 1985 and the Spring and Summer Commencements 1986 to those students fully recommended by the appropriate faculties and the Presidents of the respective institutions and/or divisions of the University of Maine.

23. Committee Assignments. On motion of Miss Kirk which was seconded, an updated list of committee assignments for 1985-86 was ratified.

24. Other Business. Mr. Brown announced that the Educational Policy Committee is sponsoring a small invitational conference early in December for discussion of remedial education, and to determine whether there are remediation problems in the System which should be addressed.

Mr. Hakanson thanked President Carlson and the Staff of the Presque Isle Campus for their hospitality. He mentioned that the next meeting of the Board would be held in Bangor on January 27, 1986. On motion made and seconded, the meeting was adjourned.

JoAnne R. Magill  
Clerk