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## Board of Trustees Personal and Employee Relations Committee July 3, 1985

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MEETING OF PERSONNEL AND EMPLOYEE RELATIONS  
COMMITTEE

July 3, 1985

On July 3, 1985 the Personnel and Employee Relations Committee met with Chancellor Patrick E. McCarthy as part of its Evaluation Process for the Chancellor of the University of Maine.

Items on the agenda included the evaluation process for chief executive officer, reports from the Presidents of the University campuses and other people who have been contacted regarding the evaluation and discussion with Chancellor McCarthy of a progress report on University activities since 1982 and direction of the University beyond 1985. A final agenda item dealt with that portion of the Committee's charge to develop a set of objectives representative of Board expectations for the University for the years ahead.

The Committee had met with each President on June 17, 1985 in order to receive their perception of the Chancellor's performance relevant to a set of general criteria used throughout the evaluation process. Their comments were extremely helpful, straightforward and positive. Areas covered included the five year planning process, academic program development, campus autonomy, legislative strategy, public image of the University, role of Administrative Council, and President-Chancellor-Trustee relationships.

Prior to the Committee meeting on July 3, the Chancellor had submitted a report on the progress of activities since 1982 and identification of areas needing attention through the remainder of the decade. This Report was thoroughly discussed by the Committee on the third and agreement reached on the focus of activities. In summary, the Committee found the Report thoughtful and helpful in charting direction and providing guidance for the years ahead.

Highlights of the report include:

- significant planning strategies emerged through the development of the Five-Year Plan: a process which involved all constituencies at each campus;
- approval by the Board of mission statements for all campuses and identification of the scope of each campus to one of four specific missions:

- The Land Grant/Sea Grant Mission
- The Comprehensive Urban University Mission
- The Regional College Mission
- The Community College Mission

- increase in State funding of 64% (1982-1987) for current operations which results in a 10.4% per year increase compared to an average 7.2% in the prior decade;
- signing of two-year collective bargaining contracts prior to the start of a biennium which allows the University to concentrate on professional development programs rather than the breadth of compensation packages;
- average increases in tuition rates of only 3.7% per year since 1982 as compared to 10% per year for the previous decade;
- the positive effects on the University of the first successful bond issue in a dozen years which will provide funds to increase the University's academic computing capability through increased access, linkage and capacity;
- academic program development, with particular emphasis on national recognition of the Mobile Graduate Program; the leadership in the implementation of the new teacher certification law by the University College of Education and establishment of Professional Development Center at each of the campuses; approval of new academic programs approval procedures and establishment of a calendar for periodic review of all existing programs; establishment of the Maine Consortium for Health Professions Education as a clearing house for education of health professionals;
- development of long-range University financial plans within a strategic framework called the "Decade of Excellence";
- preparation for the future by unleashing the intellectual energy of the University community with a broad-scale examination of a wide range of issues through the initiation of task forces and/or committees on Research, Public Service and Knowledge Transfer, Students, Teacher Education, Academic Program and Location, Faculty, Interinstitutional Relations, Personnel Development, Alumni and Fund Raising, Science and Technology, and, Support Services.

Identification of the major goals for the years ahead include:

- priority emphasis on student admission and retention;
- continued emphasis for improving faculty salaries and professional development programs;
- reformulation of general education offerings to reflect institutional purposes and emphasize definition and coherence in curriculum and programs;

- utilization of the University's expertise in economic and technological research in the economic development of Maine;
- enhancement of the University image and understanding of University programs and services through better information and public relations efforts.

In looking forward, the Committee agreed that the forthcoming year was a very crucial one and that special tasks had to be undertaken and completed. The Chancellor also stressed the importance of the years ahead and because of this said it was extremely difficult to make the decision that he had made and one which he wished to discuss with the Committee. He said that he had made his decision to leave the University, September 1986 and asked that the Trustees accept the decision and, further, that the announcement be made early in order to allow the University to continue to move forward.

In assessing that decision, the Committee felt it important that the year ahead be carefully planned and that the role of the Chancellor is extremely vital in identifying and carrying through those tasks agreed upon by the Board. The Committee asked that the Chancellor specifically provide leadership and direction in these areas.

The Chancellor agreed to do this and worked with the Committee in identifying areas which may be reflective of Trustee expectation for attention in 1986. A preliminary listing of tasks include:

- development of reports and position papers from the various task forces which were established to refine direction and implementation of the five-year plan;
- scheduling of a three-day work session for Trustees in October to deal with the five-year planning process, task force reports and hearing schedule in greater detail and focus;
- development of a plan for extending University programs and services to the Lewiston-Auburn area to include a review of programs and services provided in the Augusta area and the various outreach centers;
- a thorough review of the northern campuses as well as detailed attention to the special role and mission of the Orono campus as the land grant University to include the question of delivery of programs and services to the southern part of Maine.
- determination of whether to submit a request for funding to the special session of the Legislature; and, if so, the strategy to be followed and priorities to be funded;

- receipt and review of the Visiting Committee's Report with development of appropriate actions relevant to the Report; and,
- responsibility for undertaking a search in December for Chancellor of the University of Maine.

Stanley J. Evans,  
Chairman, Personnel and  
Employee Relations  
Committee

July, 1985