

2-24-1986

Board of Trustees August 24, 1986

Ellen N. Doughty

University of Maine - Main, edoughty@maine.edu

University Of Maine System

Follow this and additional works at: <https://digitalcommons.library.umaine.edu/bot-corp-records>



Part of the [Educational Administration and Supervision Commons](#)

Repository Citation

University Of Maine System. (date).Board of Trustees [Meeting minutes]. Raymond H. Fogler Library Special Collections Department, University of Maine, Orono, Maine.

This Minutes is brought to you for free and open access by DigitalCommons@UMaine. It has been accepted for inclusion in Corporate Records by an authorized administrator of DigitalCommons@UMaine. For more information, please contact um.library.technical.services@maine.edu.

UNIVERSITY OF MAINE
Board of Trustees

Special Meeting
Augusta Civic Center
February 24, 1986

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, Patricia Schroth and Stewart Smith.
Absent: Robert Boose. Staff: Chancellor McCarthy, Harlan Philippi, William Sullivan, Mary Ann Haas, Constance Carlson, George Connick, Arthur Johnson, Frederic Reynolds, Judith Sturnick, Richard Spath, Robert Woodbury, Samuel D'Amico, Russell Smith, Richard Eustis, Richard Hayden. Press and Public.

Chairman Hakanson convened this special meeting which was scheduled for discussion and action on the recommendations in the Report of the Governor's Visiting Committee (VICOM). Before preceeding with the agenda, Mr. Hakanson welcomed Stewart Smith, a newly appointed Trustee attending his first meeting.

Citizen Input. A number of individuals had registered to address the Board. They were called in turn by the Chairman and the substance of their remarks is outlined below.

- C. Wayne Mitchell, Executive Vice President of the Kennebec Chamber of Commerce, on behalf of the University of Maine at Augusta. The VICOM Report might have missed the intent of programs since it is really a regional campus serving places throughout Central Maine. Its mission should be reviewed and more emphasis should be put on baccalaureate, rather than just two-year programs. There has been no permanent leadership during the past four years at Augusta and while Dr. Connick does a great job, the 3,000 students being served deserve permanent leadership.

- State Representative John Diamond. The Legislature had been concerned over actions of the Board, but it appears that the Board has listened very well and the Trustees are obviously receptive to the concerns. One of the problems has been a lack of communications. The Board and the campus presidents have been in constant touch recently. The University's missions must be clearly stated so that legislators know the role of the campuses and the system as a whole. The Legislature does have a commitment to the System and offers its help in every way possible.

- State Senator Beverly Bustin spoke to the growing educational needs of Central Maine. Friends of UMA intend to set up a component to tell the Trustees what Augusta's mission should be; they no longer want to wait for people to tell them. This area is growing and much is needed and University resources should not all go to USM and UMO. Quality education should be available in every part of the State.

- John Marvin. Central Maine needs a full viable four-year institution in order to be able to attract and retain industry in this area. The Chamber of Commerce of the Kennebec Valley area feels it needs a viable four-year program for Central Maine.

- William Sprague Jr., past president of the Chamber of Commerce and a graduate of UMA. UMA is an important part of the community and one of its few highlights.

- David DesIsles, Student Government President, UMA. Many students in Augusta and Lewiston-Auburn area are concerned about the VICOM's proposed name changes, which would mean a loss of face for UMA's programs. He urged the Trustees to begin a search for a permanent president for UMA.

- Representative Allen Baker of Orrington, who said he had experience in proprietary education, indicated that the Trustees' present position was one of their own making. He reported that Trustee minutes disclose no discussion about quality education, no concern about whether the taxpayer is receiving a fair return, or which campuses are doing a good job of recruiting, among other important questions. Trustees' procedures and priorities need reexamination. For example, the utilization of the University's physical plant does not show that it is being used to the fullest extent possible. The Board needs a careful reexamination of its duties and responsibilities.

- Representative Joan Dellert was concerned about the availability of baccalaureate degrees in nursing. She felt that there should be nursing programs available in all parts of the State.

- Representative Dan Hickey of Augusta expressed concern about the need for a permanent president at UMA.

- Representative Patrick Paradis, Augusta, also spoke to the need for a permanent president at UMA and the need for attention to programs for UMA that will be more advantageous to the area. Mr. Beliveau reported that the community college study has been completed and should prove beneficial. He agreed that the area has many needs and noted that the community's supporters had given the Trustees a strong and effective message.

- Representative Stephen Bost, Orono, commended the Board on its willingness to rectify past communications problems. The Legislature will get behind the Trustees 100 percent if they feel they can count on this new accountability from the Board.

- Representative John Bott, Orono, commended the Educational Policy Committee report and urged the Trustees to adopt it. He said he would work with the Trustees to serve the best interests of the State.

Chairman Hakanson thanked the speakers for their comments and suggestions.

Visiting Committee Report. At the January meeting, the Trustees directed the Educational Policy Committee to develop recommendations for Board action on the Visiting Committee Report (VICOM). Educational Policy Committee Chairman Francis Brown reported that several lengthy work sessions had been held which had involved the Campus Presidents and, at one meeting, the staff, Chancellor and several members of the Visiting Committee itself. As a result of these meetings, the Educational Policy Committee prepared

extensive discussion which followed some Trustees objected to the name change, citing a lack of positive reasons and a concern for the possibility that the proposal might have a negative impact on the other campuses in the System. Other Trustees supported the change which was viewed as a symbolic gesture which would improve morale at Orono without detracting from the other Campuses. After further discussion, the vote was taken and with Trustee Bowers, Kirk, Marshall and Morin dissenting, it was

VOTED: that the Board of Trustees recommends that the Legislature change the name of the University of Maine to "University of Maine System." The Board of Trustees hereby changes the name of the University of Maine at Orono to "University of Maine" to be effective following legislative action on the name of the University System.

Comment on this item by the Educational Policy Committee: "The Board is not in agreement with the Visiting Committee regarding its proposed name changes for the regional baccalaureate institutions or for the University of Maine at Augusta. The Board is of the opinion that the history and depth of feeling on those proposed name changes were not fully appreciated by the Visiting Committee, and that no positive gain would follow those recommended changes."

B. The Academic Program.

7. Mr. Brown presented the recommendation on admissions standards. He noted that the corresponding VICOM recommendation proposed varying standards of admission for different institutions in the System. He pointed out that standards of admission vary considerably among programs on the same campus and the Educational Policy Committee concluded that assignment of standards to the Campus as a whole would be arbitrary and would disregard the need for variation on each Campus. During discussion it was determined that the Presidents supported the Educational Policy Committee's position on the issue. Dr. Sanford said she thought that admissions standards should be a continuing concern and a basis for periodic review and discussion by the Board. Questions were raised about the language of the recommendation which referred to the "demands" of each program and on motion made and seconded, the language was amended to read "requirements" in place of demands. On motion of Mr. Brown, which was seconded, it was

VOTED: that the Board of Trustees states that standards of admission should be related to academic programs and these standards should vary on individual campuses in accord with the requirements of each program.

8. Dr. Sanford presented the recommendation on program evaluation. She noted that, while there was a process of program review within the University, it was not being carried out as stringently as it should be. However, it is important to note that currently some one-third of program approval requests are screened out through the process and the Board's intention was to make good procedures better. On motion of Dr. Sanford, which was seconded, it was

VOTED: that the Board of Trustees charges the Vice Chancellor for Academic Affairs to develop a proposal for significantly strengthening the procedures for academic program review and approval

9. Miss Kirk introduced the item regarding accreditation for the University System as well as the institutions within it. The Educational Policy Committee called the concept a novel and intriguing one and applauded the VICOM for bringing it up. As there are currently no systems in New England accredited as such, this would provide an excellent opportunity to pioneer. On motion of Miss Kirk, which was seconded, it was

VOTED: that the Board of Trustees states that the University of Maine will seek accreditation for the System in an appropriate time frame.

10. Dr. Sanford said that faculty development was a very critical issue with the faculty, not just salaries but sabbatical, special courses, professional travel, and initial research support. Additional funding would be required for this item, which coincides with VICOM Recommendation #10. On motion of Dr. Sanford, which was seconded, it was

VOTED: that the Board of Trustees recognizes as a central priority the strengthening of the faculties and agrees that a program of faculty development should be given encouragement, financial and otherwise.

11. Miss Kirk presented the recommendation for support of libraries and computer services noting that the corresponding VICOM recommendation actually affirmed a prior Trustee position. She noted also that additional funding would be required. On motion of Miss Kirk, which was seconded, it was

VOTED: that the Board of Trustees reaffirms its support for additional funds to augment libraries and computer services. The Board has previously strongly recommended to the Legislature the appropriation of funds for automation of all the campus libraries and hereby reaffirms its commitment to this project

12. On motion of Miss Kirk, which was seconded, it was

VOTED: that the Board of Trustees recommends the provision of improved academic support services in such areas as maintenance and replacement of equipment, clerical services to the faculty, and laboratory supplies, according to a schedule drawn up by members of the faculty and appropriate administrators.

13. Dr. Sanford presented the recommendation on teacher education and initiated discussion of the resolution which restated that the responsibility for teacher education was shared by UMO, USM and the four regional baccalaureate campuses. Mr. Flanagan pointed out that the University has limited financial resources to maintain separate, parallel and duplicative programs. Dr. Sanford and Mr. Brown stressed that this resolution was a statement of intent, not a commitment. Mr. Brown said the Visiting Committee wanted the Board to acknowledge the importance of teacher education and that was the point of the resolution. Dr. Evans said a comprehensive of education needs is in progress and will help to provide direction and set the stage in a positive way. He said it would be premature to discuss the

recommendations and related comments on VICOM for the Board's consideration. Mr. Brown was invited to preside for the presentation of his Committee's report, and the recommendations were presented for action as noted, by members of the Committee, in turn. In his introductory remarks Mr. Brown indicated that the Educational Policy Committee had focussed specifically on the 5 goals and 20 recommendations in the VICOM Report and had not attempted to analyze or take a position on other peripheral suggestions which appeared in the text of the Report. He said the Trustees may want to review the textual material further at some point. Mr. Brown also pointed out that implementation of some of his Committee's recommendations would necessarily be contingent upon additional funding, and these items are noted accordingly.

Goals. Mr. Brown moved adoption of the Goals which included the five goals identified by the Visiting Committee and two others (accountability and service to Maine people) added by the Educational Policy Committee. The motion was seconded and it was

VOTED: that the Board of Trustees adopt as goals: excellence, appropriate diversity, accessibility, effective governance and leadership, adequate financial support, accountability, and service to the people of Maine. The Board views these general goals as a starting point for the development of specific goals and a mission statement for the University of Maine.

The Recommendations.

A. Structure of the University

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

VOTED: that the Board of Trustees reaffirms the University's central mission as consisting of four elements: A land grant/sea grant mission; a comprehensive urban mission; a regional baccalaureate mission; and a community college and developmental mission.

Mr. Richardson advised the Trustees that the Educational Policy Committee was scheduled to have a workshop session with the Education Committee of the State Legislature on March 3 and would hold a similar meeting with the Appropriations Committee after the Governor's special message on the University's appropriations request this year.

2. Mr. Richardson presented the recommendation for strengthening the Orono Campus and moved its adoption. The motion was seconded, and it was

VOTED: that the Board of Trustees strongly supports the strengthening of the University of Maine at Orono as a research-doctoral institution resting upon a first-class undergraduate program befitting its teaching, research and public service mission as a land grant institution.

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

VOTED: that the Board of Trustees endorses the continued development of the University of Southern Maine as an urban comprehensive university, offering an undergraduate program of high quality and limited graduate programs, and collaborating in the delivery of programs to the southern Maine region and to other units of the System.

Mr. Richardson indicated that by this recommendation, the Trustees agree with the VICOM's suggestion that the University should undertake a review of a select group of institutions against which USM can be examined. Additional funding would be required by this item.

4. Miss Kirk introduced the item regarding regional campuses, and this too required additional funding. Comment from the Committee said that it was implicit in their agreement with VICOM recommendation #4 that the Board recognized the importance of the public-service and cultural-affairs roles of these campuses in their respective regions. On motion of Miss Kirk, which was seconded, it was

VOTED: that the Board of Trustees endorses the continuation of Farmington, Fort Kent, Machias, and Presque Isle as regional baccalaureate institutions offering two- and four-year programs.

5. Mr. Brown spoke to the need for more collaboration between the University and the Vocational-Technical Institutes on an administrative and programmatic level. He said that the community-college concept is a very important one for the Board to consider. He noted that the Board of Trustees initiated a community college study in July of 1981. In October 1985, the Board indicated that a proposal to implement the community college study was to be submitted by April 1, 1986. On motion of Mr. Brown, which was seconded, it was

VOTED: that the Board reaffirms its October 1985 action requiring an implementation plan for its community college study. The Board concurs with the Visiting Committee that there be a community college within the University System.

6. Mr. Monaghan presented the recommendation for a name change for the Orono Campus, and discussed the background of this issue. He said he had been involved earlier with the change of name of the Portland-Gorham Campus to the University of Southern Maine and he said the change had had a very positive effect at USM despite many predictions to the contrary. He reported that the other Campus Presidents did not believe that a name change for Orono would have an adverse effect on their Campuses, and he indicated he would support the change as a first step to help the Orono Campus put its problems behind it. Dr. Sanford expressed support for the change also and moved adoption of the recommendation. The motion was seconded. During the

substance of the matter at this point. Dr. Sanford pointed out that the resolution was quite broad and did not specify how teacher education should be taught, and the Board should not go much further than this on the matter until the studies are completed. Mr. Flanagan said that, with this caveat on the record, he could support the resolution. On motion of Dr. Sanford, which was seconded, it was

VOTED: that the Board of Trustees reaffirms that teacher education programs are an important part of the mission of the University System. The Board restates that the University of Maine at Orono, the University of Southern Maine, and the four regional baccalaureate institutions, all share responsibility for the education of teachers in the State.

Comments on the teacher education resolution by the Educational Policy Committee: "Following the VICOM's proposal for a study of teacher education, the Legislature passed and the Governor signed into law a commission that parallels the VICOM's proposal. The Board of Trustees will cooperate with that legislative study. The Board also reaffirms that the coordination of teacher education programs in the University of Maine is the responsibility of the Director of the University College of Education.

Dr. Smith said he had some reservations about putting more responsibility at the System level in coordinating programs. The University should be very careful about administering programs from the System level rather than at the campuses. Mr. Richardson concurred with Dr. Smith's remarks. He added that the Trustees should take it upon themselves to settle these matters.

C. Governance and Leadership.

14. Mr. Monaghan presented the recommendation on mission statements noting that the Visiting Committee concluded and the Educational Policy Committee concurred that the statements are not sufficiently precise. On motion of Mr. Monaghan, which was seconded, it was

VOTED: that the Board of Trustees hereby directs each campus president to review his/her campus mission and to make more explicit the distinguishing character of that campus mission. The Board agrees that the mission statements should be more specific in such areas as: purpose of the institution; role in a region, state, or nation; academic programs offered; the student population to be served; and, the projected size of the institution. The VICOM has approved the policy currently in practice of the Board honoring the autonomy of the campuses by avoiding unnecessary involvement in campus matters. The Board hereby reaffirms this policy.

15. On motion of Mr. Brown, which was seconded, it was

VOTED: that the Executive Committee of the Board of Trustees is hereby directed to examine existing governance policies and to recommend such changes in current policy as may be appropriate.

16. In its comments on item 16, the Educational Policy Committee recommended that the Board will take a hard look at its current structure to ensure that it is making full and appropriate use of committees. On motion of Mr. Richardson, which was seconded, it was

VOTED: that the Board of Trustees hereby reaffirms that the Administrative Council serves in an advisory capacity, consistent with Board policy and Private and Special Laws 1967, Chapter 229, Section 4B, Subsection 4. The Board of Trustees reaffirms the correctness of its current practice of assigning specific issues, particularly complex ones, to a committee for study. The Board of Trustees does not believe that there should be a return to the former practice of airing all issues in committees, because to do so risks denying full Board consideration.

17. Dr. Sanford took note of VICOM recommendation #17 which required no action by the Board since it was directed to the Legislature and the Governor:

"The Committee recommends that the Board of Trustees be chosen with special care, with consideration not only for intellectual qualifications appropriate for the management of so crucial an enterprise, but for the wide and unprejudiced concern that a member of the Board must demonstrate in the adjudication of statewide issues."

18. Mr. Monaghan initiated discussion of the recommendation which supported a 15% share of State general fund revenues for the University, and moved its adoption:

The Board of Trustees reaffirms its statement of November 1985 supporting return to a fifteen percent share of State general fund revenues. The Board also restates its position that new funding should not be dependent on student tuition increases.

The motion was seconded. Mr. Monaghan explained that the thrust of the recommendation was to promote the 15% share on the grounds that the University's percentage, which is now only about 8.2%, had been reduced over the years since 1968, and should be restored to its former level. During discussion Mr. Flanagan pointed out that the University's percentage had fallen because of a significant increase in demands for State resources from the human services sector, rather than from any loss of support for the University. He indicated that any arbitrary claims for State support would result in a loss of credibility for the institution. Dr. Smith concurred and urged that the share concept be emphatically rejected by the Board in the institution's best interests. After further discussion Mr. Richardson moved to TABLE the percent share recommendation. The motion to table was seconded and with Trustees Monaghan and Kirk dissenting, it was VOTED. Dr. Sanford offered an alternative motion and moved its adoption. The motion was seconded and it was

VOTED: that the increased support expected to be forthcoming for the University System in the next few years be seen as a strong reason to end the reliance of the System on tuition increases.

19. On motion of Mr. Brown, which was seconded, it was

VOTED: that the Board of Trustees supports increased allocation of funds directed toward financial aid for students.

Comments by the Educational Policy Committee indicated that the Chancellor's Office has been requested to keep the Board informed of the impact of proposed reductions in federal financial aid programs.

20. Mr. Brown explained that the VICOM proposal for a special \$15 million appropriation for the University was an arbitrary figure which they thought should meet the needs listed. The campuses had prepared for a previous Trustee request for \$14.6 million. They went back to their plans and came up with requests totaling \$15 million, every item of which is referenced to the VICOM Report. Mr. Brown and Mr. Beliveau emphasized how important it was to support these specific requests in the Legislature, insisting on no deletions. The active participation and support of every member of the University family is needed. Mr. Brown noted that the bulk of the \$15 million would go to Orono, but every campus would be getting funds to carry out recommendations in the VICOM Report. President Johnson thanked the Chancellor, the Trustees and the other Presidents for their support. On motion of Mr. Brown, which was seconded, it was

VOTED: that the Board of Trustees hereby submits to the Governor, a supplemental appropriations request of \$15 million to meet the immediate needs of the State's university system.

Mr. Richardson announced that the Educational Policy Committee would meet with the Legislature's Education Committee on March 3. He presented the following resolution as a general statement from the Board. He said he hoped that through this whole process the relationship with the Legislature would truly emerge as one of cooperation. Dr. Smith said that at his confirmation hearing recently he noted the strong desire of the Education Committee to cooperate. On motion of Mr. Richardson, which was seconded, it was

VOTED: that the Board of Trustees recommends that the Legislature join with the University in adopting as legislative goals the following general goals for the University: excellence, appropriate diversity, accessibility, effective governance and leadership, adequate financial support, accountability, and service to the people of Maine.

The Educational Policy Committee's report on VICOM '86 being concluded,* Chairman Hakanson returned to the Chair and thanked the Educational Policy Committee for its diligent work.

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

VOTED: to adjourn to Executive Session for discussion of a personnel matter.

At the conclusion of the executive session, Mr. Hakanson reconvened the public meeting. Mr. Richardson, Chairman of the Personnel and Employee

Relations Committee moved the following recommendation, which was seconded, and

VOTED: that Chancellor Patrick E. McCarthy be assigned special project responsibilities to the Board of Trustees of the University of Maine as described by Chairman Hakanson, and that all executive and administrative responsibilities of the Office of Chancellor are hereby assigned to Vice Chancellor Harlan A. Philippi.

The Chairman read into the record the following statement:

Dr. Harlan Philippi has been assigned full executive and administrative responsibility for the Chancellor's Office of the University of Maine. Until the selection of a new Chancellor, Vice Chancellor Philippi will perform all of the functions of the Office of Chancellor, a role for which he is uniquely qualified, especially in view of his work as coordinator of the Trustee's response to the Visiting Committee's Report.

Chancellor McCarthy, who will leave the University on September 1, will undertake a special project on behalf of the University of Maine. This interim project will begin at once. It will involve two aspects of increased collaboration between the University and the industrial and business community, both within Maine and beyond its borders. The Trustees believe that this is a unique opportunity to take advantage of the Chancellor's 11 years of experience within the University plus his earlier experience in setting up an international research institute, by assigning him to draw up plans to improve the University's interaction with the Maine economy.

Mr. Richardson commended Mr. McCarthy for the project he was about to undertake. Chairman Hakanson then expressed his thanks to the Chancellor and on motion made and seconded, the meeting was adjourned.

JoAnne R. Magill
Clerk of the Board

* The full text of the Educational Policy Committee Report is appended to the file of these minutes.