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## Board of Trustees January 29, 1987

University Of Maine System

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UNIVERSITY OF MAINE SYSTEM  
Board of Trustees

January 29, 1987  
Gorham, Maine

Board of Trustees Meeting

PRESENT: Chairman Joseph G. Hakanson; David T. Flanagan, Geneva A. Kirk, Richard P. Marshall, Thomas F. Monaghan, Teresa A. Moore, Richard I. Morin, Harrison L. Richardson, Barbara H. Sanford, Patricia W. Schroth, Stewart N. Smith, James A. Storer Staff: Chancellor Robert Woodbury, William Sullivan, Richard Bowers, Mary Ann Haas, Samuel J. D'Amico, Richard Eustis, Russell Smith, Richard H. Hayden and Campus Presidents George Connick, Barbara Leondar, Dale W. Lick, Harlan A. Philippi, Frederic A. Reynolds, James A. Roach, Judith A. Sturnick. Press and Public.

Chairman Hakanson convened the meeting and on motion made and seconded the minutes of August 25, 1986, and November 24, 1986, were approved as written.

1. Citizen Input. On behalf of the York County 2000 Education Committee, Robert B. Kautz, Superintendent of Schools for Wells-Ogunquit, addressed the Trustees to support the preliminary proposal for a University of Maine System Community College Plan developed by President George Connick, University of Maine at Augusta. York County 2000 is a group of business and professional people organized under the sponsorship of the Maine Development Foundation. Mr. Kautz reported that the group had been trying to put together a community college plan for York County when they became aware of the University plan. He said that Dr. Connick's figures reflect the need for community college facilities in Maine and the York County area. He noted that the University plan calls for extended sites in Saco and York and a regional center in Sanford, and he urged the Trustees to extend it even more in York County. He recommended regional councils for community colleges, the delivery of associate and bachelor's degrees, and urged that the different regions be allowed to develop their own programs in addition to those that would be offered by the System. He offered local help to the statewide effort. Trustee Marshall concurred with Mr. Kautz' remarks and added his support for expansion of educational services in the York County area.

2. Chairman's Remarks. Chairman Hakanson welcomed Dr. James A. Storer, Brunswick, who recently was appointed to membership on the Board. The Chairman noted that the Presque Isle inauguration of President Roach will take place on April 24. He also noted that the installation of President Lick of the University of Maine will take place in Orono on April 25.

Trustee Stewart Smith said the University of Southern Maine Presidential search has gotten underway. The Search Committee has met twice to consider qualifications to be used for candidates, the time-line, and amendment of some proposed statements. About 85 applications had been received by mid-January.

Trustee Kirk reported that University of Maine at Augusta Presidential Search Committee had gone through 91 applications and were down to about 9, and might be ready to present recommendations at the March Board meeting.

Chairman Hakanson announced that he had appointed Trustee Schroth as Chairperson of the Educational Policy Committee, Trustee Storer to membership on the Educational Policy Committee, and Trustee Moore as a member of the Legislative Affairs Subcommittee. It was moved, seconded and

VOTED: to ratify the Committee assignments as presented by the Chairman.

3. Chancellor's Report. Chancellor Woodbury told the Trustees that he and several Trustees and Presidents had met with the legislative leadership, the Appropriations Committee and the Education Committee. The leadership included Republicans and Democrats from both House and Senate who were laying the groundwork for the University presentations in Augusta. He said he thought the University delegation was received very well and the attitudes of the legislators were very positive. The Chancellor announced he was scheduled to address a joint Legislative Session on February 18th, the first such appearance by a University of Maine System Chancellor. On February 10, the Trustees were invited to meet with him and Frank Newman at the Cumberland Club in Portland. Dr. Newman is the former President of the University of Rhode Island and former head of the Newman Commission of the 1960s. He is presently President of the Education Commission for the States and author of the recent Carnegie Report on Resurgence of Higher Education. He will speak on the role of the trustee in supporting excellence on the campus. The Chancellor said his interest was in raising the quality of undergraduate education in the University. Over the past years there have been many studies of quality of undergraduate education in the United States, the most recent one under Ernest Boyer. He said he was scheduling a two-day conference on the subject. It will bring together about 150 faculty, students and administrators to reflect on those recent reports and talk together about the quality of undergraduate education. Ernest Boyer will be the Keynote Speaker, but the conference is more an opportunity for faculty and students to talk together about these issues.

The Chancellor reported briefly on a recent visit to Moscow, through a reciprocal arrangement with four representatives of the Soviet Union initiated a year ago. He was interested in opportunities for student exchanges with the Soviet Union. There are almost no Russian students studying now in the United States. It is timely, not just for the University of Maine System, but for all American colleges to take advantage of the opportunity which has arisen with the cultural exchange agreements signed by Reagan and Gorbachov during their first meeting.

The Chancellor drew the Trustees' attention to an information item on the Agenda on the Comprehensive Planning Process. He said that he viewed it as the fundamental framework for the long-range planning process of the institution. It includes some features which have not been used before here, and it is a more sophisticated and helpful planning process for the University of Maine System. It will be helpful in presenting plans and priorities to the Legislature.

Educational Policy Committee.

4. UMS Comprehensive Planning Process. Education Policy Committee Chair Patricia Schroth reported for the Committee. She called attention to the planning document, which had been submitted for information.

5. Maine Lobster Institute. At its last meeting, the Board approved the establishment of the Maine Lobster Institute at the University of Maine, subject to further Board review of the by-laws of the Institute's Advisory Board, and requested additional information on the funding sources. Although revised bylaws had been circulated with agenda materials for this meeting, Mrs. Schroth reported that the Committee agreed to table the item until the next meeting to allow time for some additional consultation.

6. Progress Report on the Community College Plan. Mrs. Schroth noted that this item had already been discussed in a special Educational Session before the Trustees meeting.

7. Academic Program Approval and Review Procedures. Mrs. Schroth noted that, at the end of the paragraph at the top of page 2 of the three-page Procedures document, concerning review of the Intent to Plan, a new sentence had been added as follows: "The Board of Trustees will be informed when an Intent to Plan is approved by the Chancellor." The purpose of this statement is to keep the Board in touch with matters when a program is being processed. Mr. Flanagan said he thought the Procedures Plan was an excellent initiative which should help put things in an orderly process. On motion of Trustee Schroth, which was seconded, it was

VOTED: to approve the Academic Program Approval and Review Procedures as amended.

8. Master of Forestry at UM. Mrs. Schroth presented the recommendation. President Lick said the program would complement the Masters program in Forest Resources. The requirements to implement the program are in place. The forestry community believes the program is essential. On motion of Mrs. Schroth, which was seconded, it was

VOTED: to approve the Master of Forestry degree to be offered at the University of Maine.

9. Bachelor of Science in Food Science at UM. Trustee Schroth said this program is needed to support the growing food industry, and that it would provide an excellent opportunity for people entering the field. On motion of Mrs. Schroth, which was seconded, it was

VOTED: to approve the Bachelor of Science in Food Science program to be offered at the University of Maine.

10. Bachelor of Arts in Physics at USM. Trustee Schroth said this program focused on getting new physics teachers and the Committee was impressed with the presentation. In response to questions from Mr. Flanagan, Acting President Philippi said the costs for this program were included in the supplemental budget based on the special legislative \$15,000 appropriation. He said it was no longer possible to fund the equipment needed for present-day physics and other science programs out of the regular budget, and that outside funds were necessary. In this instance, the equipment is also available and has been funded. Mr. Flanagan said it would be helpful if the program approval format

was changed so that the more specific costs and the identity of the funding sources were shown. Dr. Philippi said that in the future such specificity would be forthcoming and a breakdown would be provided. On motion of Mrs. Schroth, which was seconded, it was

VOTED: to approve the Bachelor of Arts in Physics to be offered at the University of Southern Maine.

11. Academic Calendars. This was an information item. Mrs. Schroth noted that some of the campuses were having scheduling problems since Labor Day comes so late in 1987. They have found it impossible to delay the start of classes until September 8. Chancellor Woodbury explained that in the past the tourist industry has been concerned when classes began before Labor Day. The question is how to get in an appropriate 14-week academic schedule, and the highest priority was the academic concern. This year it was necessary to begin before Labor Day, but all efforts will be made especially to accommodate students who must work over Labor Day. The highest priority was the academic concern. Mrs. Schroth observed that the Law School calendar is still pending and the Law School is working out a schedule which will coincide with the schedules for the rest of the University. Mr. Monaghan asked if Law School students will graduate at the same time as the others and Dr. Woodbury said that the graduations will be combined in 1988.

Physical Plant Committee.

12. Lighting of the Mahaney Diamond, UM. Mr. Marshall, Chairman of the Physical Plant Committee, presented the recommendation. Trustee Schroth said the Board should give a vote of thanks to Larry Mahaney for his generous support for this project. He was responsible for about half of the \$205,000 funding. On motion of Mr. Marshall, which was seconded, it was

VOTED: to authorize a project to install artificial illumination at the Mahaney Diamond in Orono at an estimated cost of \$205,000 with funds for the project coming from private donations.

13. Bookstore Expansion at Orono. Mr. Marshall presented the recommendation. Trustee Smith asked what percentage of the profits come from textbooks. University of Maine spokesman Thomas Aceto said it was very small, less than 10 percent. Mr. Flanagan asked if this project could be financed by commercial or legislatively approved bonds, rather than interfund loan. Chairman Hakanson said that would be an option, which was confirmed by Associate Vice Chancellor Richard Eustis. On motion of Mr. Marshall, which was seconded, it was

VOTED: to authorize an expansion of the Orono Campus Bookstore at an estimated cost of \$1.9 million with all funds to come from Bookstore reserves or future profits.

14. Portland Classroom Building. Mr. Marshall announced that construction for the new classroom building in Portland would begin in two weeks and is scheduled for completion in July, 1988.

15. Non-Contributory Retirement Plan Changes. On motion of Mr. Marshall, which was seconded, it was

VOTED: to authorize the implementation of plan changes  
in the Non-Contributory Retirement Plan, effective  
upon agreement with appropriate employee representatives.

16. Director, Public Policy and Management Program, USM. Mr. Marshall introduced personnel matters in the absence of Personnel and Employee Relations Committee Chairman Harrison Richardson. Mr. Flanagan said the nominee, Stephen Honey, was an exceptional candidate. Dr. Smith asked if Mr. Honey's experience in municipal government meant a shift in emphasis for the Public Policy and Management program from state and federal government to municipal government. Dr. Philippi said that no such shift in emphasis was contemplated. After further discussion and on motion of Mr. Marshall, which was seconded, it was

VOTED: to authorize the appointment of Stephen T. Honey to the  
position of Director, Public Policy and Management  
Program, University of Southern Maine for the period  
March 1, 1987 to September 1, 1988 at an annual salary of  
\$52,000 with service to commence in February 1987 at  
sixty percent time for that month only.

17. Associate Professor of Law, USM. On motion of Mr. Marshall, which was seconded, it was

VOTED: to authorize the appointment of Mr. Michael W. Mullane  
as Associate Professor of Law, University of Southern  
Maine, effective September 1, 1987, at an academic-year  
salary of \$45,000.

18. Natural Resources International Programs Coordinator, UM. Mr. Marshall presented the recommendation. Trustee Smith asked about the primary objective of this program. President Lick said it was an effort to expand the primary forestry base to the international arena. The candidate for the position comes to Maine from the federal government. Dr. Gregory Brown, Acting Vice President for Academic Affairs, elaborated on the nature of the international programs and reported that the University is committed only for one year. He reported that the start-up funds provided by the University should begin to grant money within three months. Trustee Smith said he would be skeptical of any future request for additional University money for this program. On motion of Mr. Marshall, which was seconded, it was

VOTED: to authorize the appointment of Dr. James A. Sherburne  
as Acting Natural Resources International Programs  
Coordinator, College of Forest Resources, University  
of Maine, for a one year term effective January 1, 1987  
at an annual salary of \$45,000.

19. Director of University Innovations, UM. Mr. Marshall presented the recommendation. In response to questions, Dr. Lick said the item should not be confused with the Center for Innovations and Entrepreneurship, a project started

under former President Arthur Johnson, which has been very successful and which has just been approved for a second position. This program is the high-technology component for the Orono Campus, more expertise in various forms of communications - radio, computers, television. There has not been a good mechanism for telecommunications with computers in the dormitories, the library, classrooms etc. This appointment is to provide good leadership for the telecommunications area. Mr. Flanagan said he was concerned about the demand for computers and computer people. He suggested that the Board should look at an overall capital and expense budget, with things like computers broken out separately, and not just consider ad hoc expenditures whenever a new computer need comes up. Chancellor Woodbury said that the issues raised by Mr. Flanagan were difficult and perplexing to faculty and administrators as well, not just in the University System but across the country. He said the University has done some systematic planning, and that he has established a Committee to look at telecommunications problems on a systemwide basis. He said he thought the University was moving toward a telecommunications utility for the System. He noted that the Connick plan is both a community college plan and a telecommunications plan, so that there is some systemwide planning for better telecommunications. The Chancellor said he thought Mr. Flanagan's budgeting suggestions were good, that there perhaps should be a more visible line for commuters, similar to the way budgeting is done for libraries. Dr. Lick agreed that this is a major issue area and reported that Orono has not been up to date but it is catching up. Their plan for the Orono campus can be Systemwide; it is completely expandable. Orono is seeking a major computer capacity for research but other users could tie into that. Dr. Connick said the real issue is that the University has to deal not just with telecommunications but with technology as a whole and the State needs a technological adviser to the Governor or to the University of Maine System. Mr. Monaghan said the Board of Trustees could also use a technological adviser as well. Perhaps the Trustees should get together and have a day with such an adviser, to learn more about the subject. After further discussion and on motion of Mr. Marshall, which was seconded, it was

VOTED: to authorize the appointment of Dr. Owen Gaede as Director of University Innovations, University of Maine, for a three year term, effective February 1, 1987 at an annual salary of \$50,000.

20. Assistant Director, Administrative Systems. On motion of Mr. Marshall, which was seconded, it was

VOTED: to authorize the appointment of Mrs. Barbara B. Friedman to the position of Assistant Director of Administrative Systems, Computing and Data Processing Services, University Wide Services at a fiscal year salary of \$50,000, effective March 16, 1987.

FINANCE COMMITTEE.

21. Meeting with Auditors. Mr. Flanagan, Chairman of the Finance Committee, said that on December 12 he met with Russ Smith, Bill Sullivan and Larry Stanchfield, head of the Internal Audit Department, and with James Russell,

external auditor for the University of Maine System, a partner with Arthur Andersen & Co. in Boston. Mr. Russell reported on his examination of the finances of the University System and found them to be in order. Mr. Flanagan then met privately with Mr. Russell and separately with Mr. Stanchfield and reports that neither the internal or external auditors expressed any concerns with any of the operations of the University. He said the meetings with the auditors to receive these comments will be undertaken on an annual basis by the Finance Committee Chair. Both Mr. Russell and Mr. Stanchfield have been instructed that if anything should come up where it would not be proper for them to go to the administration, they should feel free to come to the Trustees, in accordance with normal auditing procedures.

21. Recurring Items. In accordance with a suggestion from the Chancellor, a list of routine items were segregated in one omnibus category to be approved with a single Board note. Items selected for this category were those determined to be routine and recurring items that require Board approval but which rarely involve questions of policy or matters of controversy. Any item which a Trustee - for any reason - wished to have considered by itself would be removed from the list at the meeting, discussed, and voted on separately. Mr. Flanagan moved the omnibus resolution, which was seconded. There being no request for separate consideration, these items were

VOTED: To authorize the transfer, by either deed or easement, of a 70 ft. by 60 ft. parcel of land on Fort Hill Road, Gorham, to the Portland Water District as the site for a sewage pumping station to serve the Gorham campus.

To authorize a five year lease of a 7,500 sq. ft. building located on Route 1 near Cook's Corner in Brunswick from R. E. Management to serve as an outreach center for UMA and USM.

To accept with gratitude a gift of three parcels of land from the Hirundo Wildlife Trust to be added to the Hirundo Wildlife Refuge of the University of Maine.

To accept with gratitude all gifts, grants and awards listed under the date of January 29, 1987. A complete listing is appended for your files.

To approve the list of salary adjustments for the University of Maine as presented.

22. Ad hoc Committee to Review Agricultural Service Programs. Trustee Stewart Smith, Committee Chairman, presented the formal Report of the Ad hoc Committee to Review the Maine Cooperative Extension Service and the Maine Agricultural Experiment Station. He noted that the essence of the Report was contained in the Findings and Recommendations, and in the Addenda. On behalf of the Committee, he requested that the Chancellor be asked to follow up on the recommendations contained in the Report, and he elaborated on several that he considered particularly substantive:



- The mission of Extension should be to deliver education and training assistance - that is, to teach farmers how to perform given tasks, but not to provide people to do the work itself.
- Concerning the proper constituency for the Cooperative Extension Service, no potential constituents should be excluded as a matter of course. Choices about which needs can be met should be made through an effective evaluation process which should be based on assessment of the results obtained rather than on the effort expended to offer the program.
- Concerning relationships between CES and AES, more joint appointments are needed between Extension and the Experiment Station, and between teaching and Extension. The Committee recognizes that there are scheduling problems to be resolved if this is to be accomplished, but the sense of the recommendations are that the joint appointments are so valuable that efforts should be made to obtain more in spite of the difficulties.
- Concerning full consideration for public service activities in the promotion and tenure process. The Committee believes this issue should be addressed on a system-wide basis and not just with respect to these two agencies. Consideration of the issue should include the question of credit for public service, and also attention to a definition of public service, per se.
- Applied Research. The issue here is flexibility and it may be necessary to make some changes in the tenure system in the Experiment Station to achieve the desired results. The Report poses a number of alternatives for staffing which should be explored further.
- Funding. Actual budget shortages and erosion of funding support, over time, are concerns the administration should be aware of. In addition, the issue of private sector support should be considered to determine whether grant support and user fee structures could be made more equitable.
- From the addenda where the Committee listed some issues outside its purview which were raised so often in the course of the study that they were determined worth of mention. Public service issues were dealt with above. In addition, the need for redirection of some resources from production to the marketing and management areas is an issue which was raised frequently and should be examined.

Following Dr. Smith's presentation, the Chairman thanked the Committee and directed that a letter of appreciation be sent to the membership on behalf of the Board. After discussion, and on motion of Dr. Sanford, which was seconded, it was

VOTED: to accept with gratitude the Report of the Ad hoc  
Committee to Review the Maine Cooperative Extension  
Service and the Maine Agricultural Experiment Station.

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

VOTED: to direct the Chancellor to consider the recommendations contained in the Report, frame appropriate responses on behalf of the University System, and report back to the full Board from time to time regarding the responses to the recommendations.

23. Other business. Miss Kirk called attention to three reports included for information with the materials circulated for the meeting:

- a report on the January meeting of the Vocational Technical Institute Board, on which she serves as Trustee Liaison;
- a report on the January State Board of Education meeting;
- a report on the status of the teacher training study under way in the University system by a special legislative committee, on which she is a member.

The full text of the reports are appended to the file of these minutes.

Chairman Hakanson thanked the host Farmington campus community for their hospitality. He announced that the next meeting will be in Presque Isle on March 26. There being no further business, the meeting was adjourned.

JoAnne R. Magill  
Clerk, Board of Trustees