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## Board of Trustees July 22, 1985

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UNIVERSITY OF MAINE  
BOARD OF TRUSTEES

Board of Trustees Meeting

Bangor Community College  
July 22, 1985

PRESENT: Chairman Joseph Hakanson; Severin Beliveau, James Bowers, Francis Brown, Patricia DiMatteo, Robert Dunfey, Stanley Evans, Richard Marshall, Thomas Monaghan, Richard Morin, Harrison Richardson. Absent: Robert Boose, Alan Elkins, Geneva Kirk, Barbara Sanford. One vacancy. Staff: Chancellor McCarthy, William Sullivan Mary Ann Haas, George Connick, Richard Spath, Arthur Johnson, Robert Woodbury, Frederic Reynolds, Constance Carlson, Judith Sturnick, Samuel D'Amico. Press and public.

Chairman Hakanson convened the meeting. On motion made and seconded the minutes of the meetings of May 19 and 20, 1985, were approved as circulated.

1. Committee assignments. On motion of Mr. Dunfey which was seconded, the Chairman's committee assignments for the coming year were ratified, as presented. A complete listing is appended to the file of these minutes.

2. Presidential Search Process. Mr. Hakanson noted that some months ago the Board commissioned the Presidential Search Consultation Service (PSCS), a service of the Association of Governing Boards, to consult with the Trustees in the development of a presidential search process for the University of Maine. He introduced Dr. Shirley Chater, Senior Associate PSCS, who was on hand to present and discuss the consultants' progress report which had been distributed to the Trustees earlier in the day. Dr. Chater briefed the Trustees on the consultants' survey of the University which included interviews with the Campus Presidents, a number of Trustees, Chancellor McCarthy, and faculty, students and administrators from the System. She noted that the recommendations drew heavily on the extensive experience PSCS has had in the recruitment of candidates for institutions throughout the country over the past five years. She elaborated on each of the recommendations which are outlined in summary form below.

-Goals:

- to identify Campus needs and priorities
- to select the best President for the particular campus;
- to insure that the search process results in a unified effort of the Board, Chancellor, and Campus constituencies;
- to enhance public relations of the Campus and the institution;

- to produce a President who meets Campus requirements and who can be an effective member of the Administrative Council.
- Single University-wide process for every search.
- Single search committee for each search, numbering no more than nine members: three Trustees, three faculty, one student, two others from the Campus community.
- No formal advisory committees; broad participation should be achieved on an informal basis.
- Each constituency represented on the search committee should present two names for each designated representative. The Chancellor and the Board would make the final selections.
- The search committee should be chaired by a Trustee appointed by the Chairman of the Board.
- Charge to the Committee should include adoption of procedures, timetable, statement of priorities, mandate for active search, strategy for handling public relations and requirement for submission of three names to the Chancellor and the Board by a designated date.
- Principles to guide the search:
  - Active recruitment process.
  - Open search and selection process.
  - Confidentiality of individual candidacies.
  - Affirmative action.
  - Participation of faculty and other key constituencies.
  - Deliberate speed.
  - Flexibility within the process.
  - Resources available to the Committee should include some orientation to the search process.
  - An Executive Secretary should be appointed to staff the search.
  - The search committee should present its slate of finalists to the Board in closed session for discussion of the candidates' qualifications.

Finally, in recognition of the concept of shared governance, Dr. Chater recommended that the consultants' recommendations be submitted to Campus constituents for review and comments prior to Board action on the proposed process. During discussion, questions were raised about the ways in which the proposal differed from the current practice for conducting searches. Mr. Hakanson indicated that the proposed process would take less time if the Consultation Service were retained to assist with the process, and would produce a larger pool of qualified candidates. After further discussion, and on motion of Dr. Evans, which was seconded, it was

VOTED: to continue to retain the Presidential Search Consultant Service, and to submit the consultants' report to Campus leadership for review, with the specification that comments on the recommendation be returned to PSCS in time for collation and submission to the Board at the September meeting.

3. Chancellor's Remarks. Chancellor McCarthy commented on the University's experience in the legislative appropriation process during the past session. He noted that while the University fared well in the Part I appropriation for current services, the institution again was not funded for Part II. He pointed out that given the significant changes in the State's demographic projections, the University faces a continuing decline in the pool of traditional students. He acknowledged that public resources in Maine are, in fact, scarce and if the University is to receive more support from the Legislature, the citizens of the State will have to make some difficult decisions about the State's priorities. He said the University is providing a quality education for Maine's young people. Further, the institution is an important, probably the most important, ingredient in the future well-being of the State's economy. Chancellor McCarthy said that communicating that message to the citizens and the Legislature should be the University's first priority.

4. Gifts, Grants and Awards. Mr. Morin, 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 July 22, 1985.

5. Operating Budgets, FY1986. Mr. Morin presented the recommendation. During discussion, Chancellor McCarthy reported that the new monies in these budgets will be used primarily for wage and salary increases, and to offset inflation in the cost of goods and services. On motion of Mr. Morin, which was seconded, it was

VOTED: to establish E&G and MPBN budgets for FY 1986 at the following levels:

FY86 OPERATING BUDGETS

<u>EDUCATIONAL &amp; GENERAL</u>	<u>Revenue</u>	<u>Expense</u>
UMA	\$ 2,386,279	\$ 4,702,420
UMF	2,569,054	5,984,768
UMFK	610,414	2,016,797
UMM	900,191	2,520,717
UMO	23,609,149	50,879,283
UMPI	1,452,698	3,921,155
USM	10,288,452	22,260,192
System-Wide Services	0	2,251,268
University Insurance & Fees (Includes Campus Major Maintenance program, legal, audit fees, and risk insurance)	0	1,268,009
Computer Center	77,000	1,828,244
Chancellor's Office	80,161,556*	529,931
Funds Not Yet Allocated (Includes collective bargaining pool and funds for employee benefits)	0	23,892,009
	<hr/>	<hr/>
Total	\$122,054,793	\$122,054,793
<u>MAINE PUBLIC BROADCASTING NETWORK</u>	\$ 3,108,122	\$ 3,108,122

\* Includes total state appropriation and miscellaneous income.

6. Tuition Billing Practice. Mr. Morin presented the recommendation which was designed to address the issue of equity in tuition billing practice. Tuition is currently billed on a credit hour basis up to a maximum of 15 credit hours per semester or session. With approval of the recommendation, the 15-hour cap would be removed, and students would be billed at the appropriate Campus rate for the actual credit hours taken per semester or session. Since the effect of the recommendation would increase the tuition paid by students taking more than 15 hours per semester, the Chancellor indicated that the change in practice should not be effective until Spring, 1986.

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

VOTED: Effective Spring semester, 1986, the University of Maine will charge tuition on a credit-hour basis.

7. Changes in Non-voluntary Fees. On motion of Mr. Morin, which was seconded, it was

VOTED: to confirm Campus student Activity Fees for 1985/86, as presented. A copy of the fee schedule is appended to these minutes.

8. Appropriation Process. Mr. Brown commented briefly on the nature of the appropriation process and on the time and care which is devoted to the preparation of the University's presentation to the Legislature in support of the institution's budget requests. He reported that, unfortunately, the legislative schedules are crowded and last minute changes can significantly shorten the time available for testimony. Further, a few legislators tend to focus on trivial issues, as they did this year, with the result that the presentation was effectively destroyed. Mr. Brown said the University has many staunch supporters in the Legislature but he thought the institution does not receive the opportunity it deserves to present and explain its requests for appropriations. Mr. Beliveau concurred and elaborated somewhat further on the process, and there was brief and informal discussion of the prospects for a supplemental request to the Special Session.

9. Co-generation Plant, UMO. Mr. Marshall, Chairman of the Physical Plant Committee, presented the recommendation for development of an alternate fuel co-generation plant for the Orono Campus. On motion of Mr. Marshall, which was seconded, it was

VOTED: to authorize the solicitation of proposals for the development of a co-generation plant for the Orono Campus which would result in less expensive heating and electrical costs, as well as being compatible with the campus and local community.

10. Naming of Facility, UMO. On motion of Mr. Marshall, which was seconded, it was

VOTED: to authorize the naming of the Potato Storage Facility at the Aroostook Farm, the Geddes W. Simpson Potato Storage Facility.

11. Appointment of Dean of Nursing, USM. Dr. Evans, Chairman of the Personnel and Employee Relations Committee, presented the recommendation and moved its adoption. The motion was seconded and it was

VOTED: to authorize the appointment of Dr. Nancy P. Greenleaf, as Dean of the University of Maine School of Nursing, effective August 1, 1985, at a fiscal year salary of \$47,000.

12. Appointment of Dean, School of Applied Science, USM. On Motion of Dr. Evans, it was

VOTED: to authorize the appointment of Dr. Brian C. Hodgkin, as Dean of the School of Applied Science University of Southern Maine, effective August 1, 1985, at a fiscal year salary of \$46,000. The appointment would be full-time, for one year, subject to renewal.

13. Appointment of University Librarian, USM. On motion of Dr. Evans, which was seconded, it was

VOTED: to authorize the appointment of Mr. George R. Parks to the position of University Librarian, USM, effective November 1, 1985 at a fiscal year salary of \$47,000.

14. Appointment - Associate Professor Civil Engineering, UMO. On motion of Dr. Evans, which was seconded, it was

VOTED: to authorize the appointment of Dr. Mohamed Elgaaly, as Associate Professor of Civil Engineering, of the University of Maine at Orono, effective September 1, 1985, at an academic year salary of \$45,000.

15. Faculty and Administrator Salary Adjustments. On motion of Dr. Evans, which was seconded, it was

VOTED: to approve the list of salary adjustments as submitted, a copy of which is appended to the file of these minutes.

16. Appointment of University Counsel. Dr. Evans presented the recommendation. During discussion Mr. Brown, who served on the Committee which interviewed the final candidates for the position, spoke to the nominee's qualifications, noting his prior experience as in-house counsel. Mr. Brown indicated that appointment of staff counsel would not wholly eliminate the use of outside counsel, but he said a staff attorney would be in the best position to manage that use, and there would be numerous routine tasks that could be handled without outside assistance. The labor relations area may still require additional legal services, although the staff now has acquired considerable expertise in these matters. Other Trustees indicated their support for the nomination, citing the candidate's experience and maturity. The Chancellor stated that the Office of the University Counsel would be located in Augusta. On motion of Dr. Evans, which was seconded, it was

VOTED: to authorize the appointment of Richard H. Hayden as University Counsel for the University of Maine, effective August 1, 1985, at an annual salary of \$50,000.

17. Evaluation of the Chancellor. Dr. Evans recalled that the Personnel and Employee Relations Committee had been charged to evaluate the Chancellor in accordance with the Board's policy for periodic review of its Chief Executive. He reported that the format for evaluation had included the establishment of a timetable, development of criteria, solicitation of comments from Trustees and Presidents, review of self-assessment statement from the Chancellor, development of objectives to be achieved, and the preparation of a report to the Board conveying the Committee's findings and recommendations. He noted that the comments from the Campus Presidents concerning the Chancellor's performance had been positive and informative, and the presidents had expressed their respect and admiration for his leadership in higher education. Subsequently the Committee reviewed with the Chancellor his self-assessment statement. Dr. Evans highlighted some of the achievements included in the statement and briefed the Trustees on the Committee's discussion of the statement, and on the goals the Chancellor had identified for attention in the coming years. Dr. Evans reported that the Chancellor had shared with the Committee his intention to leave the University in September, 1986, and his recommendation that the Board accept his decision at this time and begin the search for a new Chief Executive in the Fall. It is expected that the Chancellor will work with the Board to facilitate the transition to new leadership and to accomplish a number of important tasks which will be facing the Trustees in the coming year. The tasks include the development of reports and position papers from the various task forces involved in the Five Year Plan; attention to the needs for expanding University services in the Lewiston/Auburn area; a review of the northern campuses and the role the Orono Campus could play in delivering services to Southern Maine; the work of the Visiting Committee and its upcoming report, among others. In conclusion, Dr. Evans said he thought the Committee's format for evaluation, which has been used since 1982, was an effective one and should be continued. The Chancellor's self-assessment statement was particularly valuable and he said he would ask the Chancellor to distribute the statement to the full Board. On motion of Mr. Dunfey, which was seconded, it was voted to accept the Report of the Personnel and Employee Relations Committee on the evaluation of the Chancellor. Dr. Evans read a press release announcing the Chancellor's intention to leave the University in September 1986. Mr. Hakanson said he had the highest regard for Chancellor McCarthy. He noted that a lot of controversy tends to focus on the University's Chief Executive but said he thought Mr. McCarthy was one of the most brilliant persons he had ever been associated with. The Chancellor thanked the Board for the opportunity to serve as its Chief Executive and reiterated his view that the institution is a great University and one which will become even better in the years to come. He said another year would provide an opportunity for him to complete some important tasks and then he would leave public life for a new career in the private sector.

18. Salary Increases for Senior Executives. Dr. Evans presented a recommendation for a salary increase for the Chancellor and the Campus Presidents, in keeping with increases granted to other University employees. On motion of Dr. Evans which was seconded, it was

VOTED: to authorize a 6% salary increase for the  
Senior Executives effective July 1, 1985.



19. PhD in Biological Science, UMO. Mr. Brown, Chairman of the Educational Policy Committee presented the recommendation. President Johnson reported that the proposal is compatible with the mission of the Campus and the economic development of the State. On motion of Mr. Brown which was seconded, it was

VOTED: to approve the program PhD in Biological Science  
for the University of Maine at Orono.

20. Change in Tenure Format. Mr. Brown reported that in response to a request from the Board at an earlier meeting, the Educational Policy Committee had explored the possibilities for revision to the format for tenure presentations. He said the intent was to reduce the volume of materials presented, and not an attempt to alter the essential nature of the tenure approval process. The staff drafted an alternative format which was discussed by the Committee at some length. In brief, the proposal provides for the Committee to continue to receive and review a comprehensive package of documentation, and for the full Board to receive the essentials which would include information on the individual's educational background, experience, record of actions leading to recommendation for tenure, etc. Mr. Brown reported that the response of the faculty representatives and the others who participated in the Committee's discussion, was supportive of the proposed changes. Mr. Brown moved that the Board adopt the new format for tenure presentations, as submitted. The motion was seconded and carried.

21. University College, UMO. Mr. Brown presented the recommendation for the reconstitution of the Bangor Community College as the University College which would also include the functions of the Continuing Education Division, other tutoring, testing and advisory programs, and programs which currently serve the non-traditional student population. President Johnson reported that the intent of the proposal was to integrate BCC more closely with the Orono Campus and to make the most efficient use of available resources. After discussion and on motion of Mr. Brown, which was seconded, it was

VOTED: to approve the Program: University College  
for the University of Maine at Orono.

22. Developmental/Remedial Education. Mr. Brown reported that the Educational Policy Committee had discussed a suggestion from Faculty Representative Carol Ann Hall for attention to the special problems and needs some students have for remedial education. He said the Committee supported her request for a system-wide meeting of University teachers to discuss the issues, share ideas and perhaps propose some plans for addressing the problems. He requested that the staff arrange for such a meeting to be held early this Fall.

23. Report of the ad hoc Committee on ROTC. Committee Chairman Robert Dunfey reported briefly on the work of the Committee which has been underway for several months. He said the Committee received and reviewed the report of its consultant, Professor Carolyn Stephenson, former Director of the Peace and World Order Studies program at Colgate

University. He indicated that the Committee concluded that the issues of war and peace need to be brought into the academic environment where they can be examined in depth and the Committee was confident that the human resources and faculty interest are available to initiate an interdisciplinary peace studies program within the University, at least at the introductory level. Mr. Dunfey presented the Committee's recommendations which provided for the Administrative Council to establish a schedule and process for annual review of ROTC contracts, and to develop a preliminary proposal for an introductory level interdisciplinary peace studies program for Board review in the Fall. During discussion, Chancellor McCarthy commended the Committee for its work. He indicated that the support of both the general faculty and the ROTC faculty would be needed for a peace studies program to become a useful part of the curriculum. He said he thought the ROTC program would benefit greatly from the balance a peace studies program could provide, although he recognized that ROTC participation would have to be on a voluntary basis. Mr. Richardson supported the concept of peace studies but he raised questions about the financial implications of the Committee's recommendations and said he was also concerned that the Trustees not mandate the establishment of an academic program outside the customary approval process. Chancellor McCarthy indicated that any proposal would have to be submitted to the program approval process and he pointed out that it might or might not be approved. He said he wouldn't perceive Trustee action on the recommendation as a mandate. Rather, he said the Board would be asking the Administrative Council to give attention to a request for a preliminary proposal that had been through the credentialing process. Mr. Monaghan raised questions about the provision for review of ROTC contracts. President Johnson reported that contracts on the Orono Campus had not been reviewed in many years and he had learned that some require a year's notice to be changed. He said he was confident the ROTC units will be cooperative and he thought it would be useful to review the contracts. Mr. Monaghan indicated he would not support the Committee's recommendations. He said the Presidents would not need Board approval to review contracts, and he thought that any proposal for peace studies should be initiated by the Campus rather than the Trustee or central administration level. After further discussion, Mr. Beliveau moved to change the Committee's recommendation for review of ROTC contracts from an annual basis to provision for periodic review. The motion was seconded, and the amendment was CARRIED. On motion of Mr. Dunfey, which was seconded, and with Mrs. DiMatteo, Mr. Brown and Mr. Monaghan dissenting, the amended recommendation was

VOTED: to charge the Administrative Council

1. to establish a schedule and a process for a periodic review of all of the University's ROTC contracts which will include assessment of the contractual obligations and continuing evaluation of the programs' place in the University curriculum;
2. to provide the Board with a preliminary proposal at the September meeting, for initiation of an interdisciplinary peace studies program, at the introductory level, which would be developed with full faculty participation on a system-wide basis.

24. Ad hoc Committee on Intercollegiate Athletics. Mr. Richardson, Chairman of the Committee, reported that the Committee had met a number of times to discuss information requested and received from the several campuses. He indicated that there are significant differences throughout the system in the nature, quality and level of participation in the University's sports programs, and no single rule or set of rules will be appropriate for all participants. Mr. Richardson said the Committee expects to have a report and recommendations for Board consideration at the September meeting.

25. Other Business. In response to a request from Mr. Beliveau, Chancellor McCarthy said the staff would provide a full report this Fall on enrollment which will include the long term projections and projected impact of declining enrollments on the University's faculty, programs and finances.

Mr. Hakanson welcomed Dr. George Connick who was attending his first meeting as Interim President at University of Maine at Augusta.

There being no further business, on motion made and seconded, the meeting was adjourned.

JoAnne R. Magill  
Clerk