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## Board of Trustees January 27, 1986

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UNIVERSITY OF MAINE  
Board of Trustees

Bangor Civic Center  
January 27, 1986

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

Chairman Hakanson convened the meeting. On motion made and seconded, the minutes of November 17-18, 1985 and the Personnel and Employee Relations Committee minutes of October 11, 1985 were accepted as circulated.

1. Citizen Input. Richard K. Warren, Editor and Publisher of the Bangor Daily News, led a group of citizens who wished to urge the Trustees to adopt the Visiting Committee's recommendations. Mr. Warren was Chairman of the Off-Campus Steering Committee for UMO, appointed by President Johnson to help prepare the campus response to the Trustees' Goals and Strategies Report. Mr. Warren said the members of his committee came to the Trustees' meeting out of concern for the best interests of university-level education throughout Maine. He said that his group may be regarded "as parochial, geographic reactionaries who seem to welcome destructive and adversarial confrontations in our relations with the University System" and that "there is truth in this assessment, but they still felt that UMO has declined in the past despite "fine statements" about building up that campus. He said the VICOM Report presented the Trustees with "a magnificent opportunity to heal animosities within the University community and even to begin to heal the statewide rent caused by the two-Maine notion." He was followed by Henry Schmelzer, President of the UMO General Alumni Association, who thoroughly endorsed the VICOM Report and recommended that the Legislature expand the University's Board of Trustees to include the Chancellor, the Presidents of USM and UMO and one President from the smaller campuses and the community colleges on a rotation basis. Charles G. O'Leary, President of the Maine CIO labor organization, said he hoped that the VICOM Report and subsequent discussion "would lead to a recommitment of public support for our University." He deplored those who would use this debate in any way to improve their own narrow interests. He envisioned a University marked by "excellence, accessibility, and affordability." Frank Hussey stressed the importance of agriculture and forestry at the University. He suggested regional name changes, rather than town identification, such as the University of Northern Maine, the University of Eastern Maine, etc. Alvin McNeilly, President of the UMO Development Committee said that neither the University System nor UMO should be second-rate institutions. He stressed the need for quality research and public service and the synergistic effect between research and the quality of growth. He said that University plans

should be exposed so that they will be understood. Improved communications were essential among the Trustees, Legislators, Campus Presidents, and faculty members. Malcolm Jones, President of the Bangor Savings Bank, said that underfunding of the University has inflicted cumulative damage upon quality in the System and has weakened its future potential. He said that Trustees should take the lead in getting more adequate funding. Trustee Beliveau concurred with Mr. Jones that underfunding was the major problem and urged the support of everyone in order to get the right kind of support from the Legislature. Mr. Jones said that if the Trustees provide the development and the leadership, he and his colleagues would come to Augusta to help. He said it was not just necessary to educate the Legislature but it would be necessary to educate the public as well. Mr. Beliveau said that the Legislature would have to establish priorities for distribution of scarce dollars and the University would need all the help it could get to obtain funding. He said he would welcome Mr. Jones's offer to help. John Menario, a Portland real estate entrepreneur and Vice Chairman of the Committee for Academic Excellence, formed in 1983, said that it would be incumbent on everyone to help make the University, but the need to articulate the importance of the University to the Legislature was primarily the Trustees' responsibility and he urged the Trustees to seize the leadership. Representative Stephen Bost said that the ball was now squarely in the court of the Trustees and that strong leadership by the Board would be needed to get more funds. William Soule, Chairman of the Council of Colleges at UMO, said he was concerned about the quality of education in the University. He applauded the Trustees' identification of the issues and offered to join with the Trustees and the Administration in support of the goals. Paul Conway, President of the Student Government at UMO, said he had 500 signatures of students urging the proposed name change for the Orono Campus. He criticized the University for not being well organized in its attempt to get Part II money from the Legislature last year. Trustee Beliveau said the Governor and the Legislature had been particularly generous with the University last year but he agreed that there is still a need for more funds and urged the students' continued support. Bradford Payne, another UMO student, said that the Orono Campus had a well-rounded curriculum and that accessibility to that campus should not be limited by reducing the number of undergraduates. Those denied admittance at UMO, he said, would not automatically go to the other campuses of the University. Dean Steven Norton of the UMO College of Arts and Sciences read a resolution from his faculty supporting the Visiting Committee Report and congratulating the Committee and its Chairman, Robert Strider. State Representative Gwilym Roberts, a retired professor from UMF, spoke to the VICOM objective to restore Orono to its former eminence. At the time of the merger, UMO was eminent, he said, partly because the other institutions were so weak. Much has happened at the smaller campuses since the merger where their faculties and their facilities have been improved. Orono should be improved without pushing down the other institutions. Professor Roberts expressed concern for the proposed name changes which might designate the smaller campuses which now identify strongly with their present names.

Following the citizens' remarks, the Trustees commented on the VICOM Report. Francis Brown commended the Visiting Committee for an excellent report. He said that the VICOM Report contained many of the same important statements, principles, and concepts which could be found in the Board's deliberations over the past few years. He said the underlying theme was the

need for funding. He said he would support the VICOM Report enthusiastically. It must be given intensive study but not for too long a time. He said he hoped that the many people who had addressed the Board at this meeting would take the time to go to Augusta and support the University's appropriations requests. Barbara Sanford said that, in all the discussion about what is wrong with the University, the Visiting Committee pointed out where there have been major strides since 1968. Some of them major steps, such as the bond issue last year. She said the Visitors' concern with Orono fits in with the concerns expressed by the Trustees. The most important thing is that now is the time to stop the divisiveness. All really want to see excellent quality at Orono. It will take all -- faculty, the Chancellor, administration, the Trustees, the Legislature, the Governor -- to see that the funding is available. This is not some sort of confrontation. Stanley Evans noted that the attitude expressed by the Visiting Committee was very positive; they were not interested in getting into an adversarial discussion. The Visiting Committee will help us in every way, including going to the Legislature. We now have a wonderful window of opportunity. Patricia Schroth said that, as a new Board member, she was impressed by the words of the VICOM Report: "While many of the problems recognized in the nineteen sixties have been successfully addressed, a number persist. It is not that no one has addressed them, but that they are endemic to Maine and to multi-campus university systems in general . . . The University in its new guise must be considered to have been a success. The record of these years is heartening. The lustre of this achievement is not dimmed by the fact that there are still unresolved problems." On a motion by Mr. Richardson, which was seconded, it was

VOTED: to adopt the following resolution:

The Board of Trustees of the University of Maine has received and is in the process of reviewing the "Report of the Visiting Committee to the University of Maine -- January 1986". We believe it to be a carefully reasoned and realistically objective blueprint for the future of publicly-supported higher education in Maine. We commend the Governor for his decision to commission this evaluation, his call for careful and measured consideration and the announcement of his intention to request a joint convention of this session of the Maine Legislature to address the matter fully. We are pleased that the Visiting Committee has independently arrived at a statement of basic objectives that so closely parallels our own.

We particularly thank Chairman Robert E. L. Strider, II, all the members of the Visiting Committee and its staff for this truly significant effort on behalf of quality public education for the people of Maine.

In order to carefully review and evaluate the several recommendations of the Visiting Committee and to insure meaningful participation by the Board in the dialogue requested by the Governor, we have directed the Educational Policy Committee, a standing committee of the Board, to immediately carry forward a careful analysis of the recommendations contained within the Visiting Committee Report. We have requested the Educational Policy Committee to submit detailed recommendations for Board action on the Visiting Committee Report to be presented and acted upon at a special meeting of the Board of Trustees of the University of Maine to be held in Augusta on Monday, February 24, 1986. Because of

the particular significance of this analysis by the Educational Policy Committee, all members of the Board of Trustees have been urged to attend such meetings as the Educational Policy Committee Chairman may call. All within the University community and the citizens of Maine are urged to submit their candid views of the scope and substance of the Visiting Committee Report as soon as possible.

In order to consider the Visiting Committee Report and the Statement of Goals and Strategies earlier adopted by the Board of Trustees at its recent meeting in Presque Isle as companion documents, we have requested campus presidents to report to the Educational Policy Committee by Monday, February 17, 1986, in summary form, their evaluation of the Visiting Committee Report as well as the current status of their evaluation of the Statement of Goals and Strategies. Their summary statements should include reference to both feasibility and impact of the recommendations made in the Visiting Committee Report and the Statement of Goals and Strategies. We have urged all those responding to our requests to bring objectivity and candor to their analysis.

In order to gain further insights to the Report, we would appreciate an opportunity to meet with the members of the Visiting Committee and its staff in a workshop session and we have requested our Chairman, Joseph Hakanson, to arrange such a meeting for the members of the Educational Policy Committee and all interested members of the Board.

2. Chancellor Search Process. Chairman Hakanson informed the Board that advertisements for candidates for Chancellor were placed in the Chronicle of Higher Education and newspapers locally, nationally and internationally, seeking a broad range. At least a dozen applications have been received to date. The next meeting will be February 7, when the Committee will begin a formal review of the applications. The timetable calls for having a nominee by April 20, but that won't be final if circumstances appear that there are other persons who should be interviewed. On the recommendation of the Search Committee, it was moved, seconded, and with Mr. Marshall dissenting and Mr. Morin abstaining, it was

VOTED: That the Board authorize the inclusion of a representative elected by the University Council of Colleges on the Chancellor Search Committee.

The Search Committee also recommended, and it was moved, seconded and

VOTED: That the Board approve the statement of Chancellor qualifications, as follows:

The University of Maine seeks an individual who:

- . possesses sufficient academic credentials and intellectual stature to command the respect of the faculties and understands the special nature of the academic communities;
- . appreciates and actively supports the individuality and diversity of the seven campuses and other units of the University that are located throughout the state;

- . has the ability as the Chancellor of the state's public university to be the leading spokesperson for public higher education;
- . possesses effective management skills with the particular ability to delegate appropriately to his or her administrative officers; demonstrates planning skills and provides leadership to the presidents, while respecting the autonomy of the campuses;
- . exhibits the communicative skills necessary to work effectively and cooperatively with state officials in government and education;
- . possesses the vision and enthusiasm about the University of Maine to articulate its importance to the citizens of the state;
- . understands the role of the Board of Trustees and develops an effective working relationship with the Board;
- . if not already familiar with the State of Maine and the University of Maine, has a capacity to learn quickly the special history and character that make this a unique institution with unique needs and potential in the changing context of higher education nationally.

3. Committee Appointment. At the request of the Chairman, it was moved, seconded and

VOTED: to ratify the appointment of Trustee David Flanagan to the Legislative Affairs Committee.

4. In Memoriam. The Chairman took note of the deaths of two University colleagues: Mr. Samuel Collins of Caribou, who was a distinguished member of the Board for many years, and who served as its Chairman in 1962-63; and Dr. Einar Olsen, who served as President of the University of Maine at Farmington from 1969 to 1981.

5. Baccalaureate Degree in Jazz/Contemporary Music at UMA. Mr. Brown, Chairman of the Educational Policy Committee, presented the recommendation which had the endorsement of the campus Acting President, the Vice Chancellor for Academic Affairs and the Chancellor, after having once been rejected by a three-member ad hoc faculty committee from USM, UMO and Bates College. After some discussion of the issue, Acting President Connick said the program had a solid base and curriculum and was relevant to a changing world. Vice Chancellor Philippi said that a review by two jazz experts and teachers had convinced him that the program was sound and the campus well prepared for it. Trustees Richardson, Sanford and Schroth indicated misgivings about the value of the program and its preparedness and said they needed more information. Dr. Evans noted that jazz was the only music indigenous to America. Mr. Monaghan said he was persuaded to its cause. A motion by Mr. Richardson, which was seconded, to TABLE did not carry. Mr. Brown moved approval of the program. The motion was seconded and with Trustees Flanagan, Schroth, Boose, Richardson and Sanford dissenting, it was

VOTED: to approve the program, Baccalaureate Degree in Jazz and Contemporary Music, proposed for the University of Maine at Augusta.

The Chancellor said that, in view of the vote, the program still needed more explanation, and he urged those voting against it to communicate their particular concerns to the staff.

6. New Program, UMA. Mr. Brown presented the recommendation and moved its adoption. The motion was seconded and it was

VOTED: To approve the Program, Associate of Arts in Social Services, proposed by the University of Maine at Augusta.

7. Academic Program Inventory. Mr. Brown explained that the inventory was a part of the process of program review which was a continuing process, and was presented for Board information.

8. Gifts, Grants and Awards. Mr. Bowers, Chairman of the Finance Committee, presented the recommendation. He cited in particular the Henry W. Saunders Fund to UMO, with a value of more than \$100,000. Mr. Brown drew attention to the Noel Davis Godfrey Scholarship of \$15,000 at UMO, saying that the late Mr. Godfrey was a good friend of UMO, the State and the University. Mrs. Schroth asked that such gifts be well publicized, and Mr. Richardson concurred. Chairman Hakanson asked the Administration to be sure to communicate the Board's gratitude to donors. On motion of Mr. Bowers, which was seconded, it was

VOTED: to accept with gratitude all gifts, grants and awards listed under the date of January 27, 1986.

9. Lecturer in Electrical Engineering, UMO. On a motion of Mr. Richardson, Chairman of the Personnel and Employee Relations Committee, which was seconded, it was

VOTED: to authorize the appointment of Mr. Allison Whitney as Lecturer of Electrical Engineering, University of Maine at Orono, effective January 15, 1986, at an academic year salary of \$40,000.

10. Dean of College of Education, USM. On a motion of Mr. Richardson, which was seconded, it was

VOTED: to authorize the appointment of Dr. Dorothy D. Moore as Dean of the College of Education, effective February 1, 1986, at a fiscal year salary of \$50,000.

11. Salary Adjustments. On a motion of Mr. Richardson, which was seconded, it was

VOTED: to approve a list of faculty and administrative salary adjustments as presented.

12. Appointments to \$30,000 - \$40,000 Positions. Mr. Richardson reported, for Board information, on a list of positions at salaries from \$30,000 to \$40,000, approved by the Chancellor. These periodic reports are given at the request of the Board.

13. Naming of Concert Hall/Museum, UMO. On a motion of Mr. Marshall, as Chairman of the Physical Plant Committee, which was seconded, it was

VOTED: to name the Concert Hall/Museum, currently under construction on the Orono Campus, the "Maine Center for the Arts".

14. Naming of Winslow Hall Conference Room, UMO. On a motion of Mr. Marshall, which was seconded, it was

VOTED: to name Room 202 in Winslow Hall, UMO, the "Charles H. Merchant Conference Room".

15. Stucco Lodge Sale/UMO Lighting. On a motion by Mr. Marshall, which was seconded, it was

VOTED: to authorize a project to improve campus exterior lighting at Orono, and to further authorize the net proceeds from the sale of Stucco Lodge be used to fund the project.

16. Property Acquisition, UMF. On a motion by Mr. Marshall, which was seconded, it was

VOTED: to authorize the acquisition of the former Army Reserve Center at Farmington, subject to legal counsel review of the title document, in lieu of the originally anticipated project to renovate the Dill House.

17. Telephone System, USM. On a motion by Mr. Marshall, which was seconded, it was

VOTED: to authorize the acquisition and installation of a new telecommunications system at the University of Southern Maine and that the selection of the vendor shall be done by a competitive bid process. The acquisition may be through a long-term lease/purchase agreement not exceeding 10 years in length.

18. Addition to Alford Arena, UMO. Mr. Marshall moved, it was seconded, and it was

VOTED: to authorize a project to provide additional locker/shower room facilities at the Alford Arena at a cost of \$184,125, with funding for the project from private donations.

19. Hope House Relocation. On a motion by Mr. Marshall, which was seconded, it was

VOTED: to authorize the amending of an existing lease with the City of Bangor to provide for the return to the City of a 170' by 220' parcel at the corner of Indiana Avenue and Cleveland Street, Bangor, and to provide a sewer and right-of-access easement to this parcel across land currently leased by the University.



20. Locomotive "Lion". Mr. Marshall recommended the transfer of the locomotive to Augusta. Mr. Brown and President Reynolds of Machias remembered with some nostalgia the "Lion's" previous lives, but agreed that its maximum educational value would be at the State Museum. On a motion from Mr. Marshall, which was seconded, it was

VOTED: to authorize the transfer of the title of the historic, woodburning locomotive "Lion" to the Maine State Museum.

21. Wolfe's Neck Farm. Chancellor McCarthy reported that title to the 600-acre Wolfe's Neck Farm in Freeport was transferred to the University as of December 31, 1985. The property contains 12 buildings and 238 head of cattle. The exact value of the gift is awaiting the completion of inventories and appraisals. The transfer agreement was executed by the donor, Mrs. Eleanor H. Smith and the President of the University of Southern Maine, Dr. Woodbury.

22. Tripling of Dorm Rooms. This report was due to be presented by Miss Kirk, who was absent. In brief discussion, it was ascertained that the report involved all of the campuses. The report was deferred to the next meeting.

23. Audit Committee Report. Mr. Bowers, Chairman of the Trustees Audit Committee, reported that the Committee had met with the managers of the endowment funds (Maine National Bank) and Arthur Andersen & Co. and agreed on December 9, 1985, to meet on a periodic basis throughout the year. He reviewed the student receivables on all campuses and compared them with national trends. Vice Chancellor Sullivan said that a vigorous follow-up program on delinquent accounts was in effect. Maine students' records are better than the national average. About 20 students during the past year were taken to court. President Woodbury noted that the delinquency rates were higher among part-time students than others. Chancellor McCarthy observed that some campuses were showing poorer records because the poor, developing indebtedness, went into poor jobs. A full report with charts and graphs, was presented by Mr. Bowers on student receivables from Fiscal Year 1981 through Fiscal Year 1985.

24. School of Law. Mr. Brown, Chairman of the ad hoc Committee on Graduate Professional Education, presented a revised report of the Committee on the School of Law. He noted that the Committee had reaffirmed some of the items in the original report and changed others. He observed that the statement of the mission and the structure of the Law School remain the same. Admissions policies and procedures remained the same, as did a desire to give preferential treatment to Maine students. Library needs remained urgent, but the idea of earmarking specific funds toward that need had been abandoned. Several options were stated regarding tuition for the Trustees' consideration. The Committee recommended that the Board should have as its policy a provision for Maine students to be accorded priority treatment in admission to the School of Law, in so far as preferential treatment is legally permitted. This statement of this priority should be included in admissions publications of the School of Law. The Committee report also asked for a report from the Law School on the feasibility of making the schedule, calendar, and commencement of the School of Law the same as the University of Southern Maine. On a motion of Mr. Brown, which was seconded, it was

VOTED: to approve the recommendations of the ad hoc Committee on Graduate Professional Education regarding the School of Law at the University of Southern Maine.

On a question of tuition, Mr. Monaghan moved, it was seconded, and

VOTED: that tuition at the University of Maine School of Law be set at 50% of full cost (\$2,478 in 1986-87) for Maine residents, and full cost (currently estimated at \$6,495) for non-residents, with appropriate loan funds to be identified to aid needy Maine residents, phased in over a three-year period.

A motion was made by Mr. Brown, was seconded, and

VOTED: that preferential treatment be given to Maine students in admission to the University of Maine School of Law.

Mr. Flanagan asked that the President and Dean try to find out about students' expectations and what the market would bear in terms of tuition levels and explore other ways to defray the differential between law school costs and what the student pays.

25. Remedial Programs. Mr. Brown, Chairman of the Educational Policy Committee, reported that his Committee had been asked to look into remedial programs on the various campuses for traditional and non-traditional students. He said that members of the Committee had an excellent meeting on December 3, 1985, at the Pilots Grill with teachers from six of the seven campuses. Although the campuses do not approach the remedial problem uniformly, all agreed that there were ways to improve their programs. All had students who were in need of developmental training, although the need has been reduced to a very low level because of past liaison with elementary and secondary authorities. Still it is a continuing problem to find additional teaching staff and proper schedules. Mr. Brown said something more on this issue was coming from the Chief Academic Officers.

26. Intercollegiate Athletics. Mr. Richardson reported that the Committee on Intercollegiate Athletics, of which he is Chairman, Mrs. Schroth and Mr. Marshall are members, and Dr. Haas and Mr. Hayden serve as staff, was to meet soon to review NCAA policies and procedures. Such things as need and non-need athletic scholarships could be discussed.

27. Presidential Search, UMO. Mr. Brown, Chairman of the Presidential Search Committee for the Orono campus, reported that his Committee has begun work and has placed advertisements in Maine papers and the Chronicle of Higher Education and other publications. He stressed that anyone is invited to make nominations; the Committee is soliciting applications widely and the members are open-minded in seeking a new President for UMO. He said the new Chancellor will participate in the final decisions on the candidates who will be presented for Board consideration.

28. Name Change, UMO. Mr. Monaghan discussed his interest in changing the name of the Orono Campus to "The University of Maine," and reported that there were legal ramifications. The Trustees, he was advised by counsel, could change the name of a campus, but the Legislature would have to change the name of the System before the Orono name change could be implemented. He felt that the issue should be studied further for its legal ramifications and be on the agenda for the special February 24 Meeting. Mr. Richardson concurred and the item was referred to the February meeting.

29. Liaison Trustees on Campuses. Dr. Sanford questioned the practice of assigning one Trustee to each Campus for special liaison. She wondered whether the several Trustees should not go to all the campuses from time to time since all the Board members want to be perceived as advocates of all the campuses. The Chairman said the Trustees could have an opportunity to discuss the practice before the liaison program is renewed for another year.

30. Administrator Tenure. Mr. Brown inquired about the status of the recruitment of a Dean for the College of Arts and Sciences at Orono. President Johnson reported that at least two excellent candidates withdrew because of existing Trustee policy against tenure for Administrators. Several Trustees pointed out that there was sufficient flexibility in existing policy for a President to recommend tenure in exceptional cases.

31. The next meeting date was set for a Special Meeting in Augusta on Monday, February 24, for consideration of the recommendations in the Visiting Committee Report.

The meeting was adjourned.

JoAnne R. Magill  
Clerk of the Board