Board of Trustees Meeting


Trustee Sally Vamvakias, Chair, convened the meeting.

1. Citizen Comment. Citizen Comment is a period during the board meeting regularly set aside to receive remarks from the public. No one had signed up to speak.

2. Acceptance of Minutes. The Minutes for July 14, 1997 were accepted as presented.

3. Chair’s Remarks and Agenda. Trustee Vamvakias made the following remarks:

   “You will have noticed by now that today’s Board Meeting agenda “looks” different. The format has been changed. Several noticeable differences are item E., Aspirations Initiative; item F., Consent Agenda; and item G., Committee Matters/Action, which focus on those areas that require Board deliberation and discussion.

   At the 1996 November Board meeting, a request was made to determine whether current governance processes and procedures effectively position the Board to meet its responsibilities and challenges. Following through on the request, an Ad hoc Committee on Board Processes was established to conduct the review. Committee members are Trustees Harris, McDowell, Rauch, and Skinner, who is the Chair, with Dr. Haas as staff.

   The Committee has worked tirelessly to not only redefine, but to redesign a board format that is less process driven and that more realistically insures that we are fully exercising our responsibility to hear, to understand, to guide, and to assess the UMS’ priorities and strategic direction.

   At the Board retreat in June, the Board of Trustees and Chancellor identified the most important challenges facing the System. We have structured this Board meeting in such a way as to begin to publicly reflect those priorities for long-term deliberation and have chosen to begin with the Aspirations Initiative.

   The consent agenda will allow us to deal with those items that are routine, policy-driven, and do not require discussion beyond the Committee’s comprehensive deliberation. The “consent agenda” will be voted on as one item. Prior to the vote, any Board member may ask to remove any one of the items from the consent agenda for further discussion, in which case it will be transferred to the regular agenda so that it may be considered and voted on separately.

   We have not abandoned our current committee structure. With this re-designed process, our committees must discuss and deliberate thoroughly the items on their agendas. This moves...
agendas forward in a way that assures careful attention to Trustee responsibilities as well as substantive time and deliberation for those areas requiring full board discussion and action. Plainly put, our formal board meeting will contain more substance. Our new format will allow us to listen and question and learn together more about issues such as our current topic--aspirations--which affects this enterprise from admissions to finance and the State as a whole as Maine strives to develop a more widely educated workforce and to build upon the quality of life that we all value.

Please understand that in no way is our new process “nailed down” for it is a work in progress. We have no comprehensive blueprint to follow or tangible steps for success, but we are excited and energized to be engaged in the “new work” for it is appropriate that since we have requested that everyone else’s time be spent more efficiently and productively that we follow our own good advice.”

4. Chancellor’s Report and Agenda. Chancellor Terrence MacTaggart spoke to the educational aspirations of Maine’s students, both traditional and non-traditional. He suggested that there are barriers of finance or distance or confidence or time that prevent people from pursuing the goals that they set for themselves. He said that the Trustees and the administration need to know more about the situation and the imbalance in the number of graduates coming out of Maine’s high schools, who are well-prepared by national standards, and the number going on to colleges and universities in Maine. He said the presentation to follow his remarks will help those present to better understand that imbalance, and subsequent Board hearings around the State and ultimately Board decision to take action will address that imbalance to encourage and enable more Maine people to secure the education they need for the futures they merit. With that as introduction, the Chancellor asked Vice Chancellor for Academic Affairs Sue Ann Huseman to speak further on the subject.

5. Aspirations Initiative. Vice Chancellor Huseman stated that the ensuing panel discussion would be the kick-off to a year-long series of forums scheduled for October and again in April. The forums will allow the University of Maine System the opportunity to examine how it can respond to, serve, and meet the aspirations of the people of Maine. Board members will be directly involved with the forums. The intent is that the discussions will lead to recommendations and action steps, which, she said, will be critically important.

Vice Chancellor Huseman introduced the members of the Panel as follows: Katherine Kane, Counselor/Coordinator of Student Services, Sanford/Bath/Brunswick Centers; Russell Quaglia, Associate Professor of Education and Director of the National Center for Student Aspirations, University of Maine; and David Silvemall, Director of the Center for Educational Policy and Applied Research at the University of Southern Maine.

Dr. Quaglia spoke to the issue of children who do not connect their aspirations with what it takes educationally to reach their goal. He said aspirations cannot begin in middle or senior high schools but must begin in the lower grades. He advocated for university faculty visiting elementary schools twice a year to introduce children to programs and ideas that will aid in their discovery of educational opportunities. He also suggested that universities need to try harder to hang on to the students they currently have attending their institutions. Dr. Quaglia said that there are many good ideas on aspirations being circulated in educational circles around the state, but there needs to be more coordination of initiatives and activities. Lastly, he suggested that everyone remember what it was like to be a child and how aspirations can be encouraged or discouraged.

Dr. Silvemall suggested that the aspirations issue is two-pronged: one is aspirations itself and the other is higher education policies which promote or hinder participation in higher education. He distributed a handout entitled Statistical Information on Student Aspirations and Higher Education Policy in Maine, which is appended to the file of these minutes, and briefly walked the Board through the tables it contained. He noted that tuition costs are higher in Maine than in many comparable states and that ways
need to be found to reduce those costs. Maine is also a net exporter of students who go on to college and ways need to be found to turn that around. Comparable universities who import students have high quality programs that attract those out-of-state students and at the same time keep a percentage of their in-state students. Maine also has a lower rate of two-year programs. The reasons cited are that comparable institutions have lower tuition, more available programs, and more transferability to four-year institutions than do Maine institutions. In those states that have a higher percentage of students who pursue advanced degrees, it has been shown that their institutions have well-known, high quality programs that have a national or regional reputations. Such programs attract out-of-state students and retain in-state students. In conclusion, Dr. Silvernail suggested that programs such as Dr. Quaglia’s are important in order to know what students’ aspirations are. He said it is also important to know what the barriers are for non-traditional students, and to learn from other comparable states what they are doing to retain and increase student participation in higher education.

Ms. Kane stated that she had extensive experience dealing with non-traditional students working in York County at the Saco/Sanford Centers and she, along with other area educators who make up a team, see the following as the most common reasons for adults not continuing their education:

- poor high school preparation;
- lack of family support (75% of students are women);
- lack of understanding of the college environment;
- lack of positive role models;
- lack of exposure to cultural and community events; and
- lack of appropriate financial support.

Working with the various area high schools in adult education, Ms. Kane and the team are looking at the issues listed above to develop a project entitled the Seamless Transition. Seamless Transition means that the counselors working in adult education have begun this Fall to interview students who intend to earn their high school or GED diploma and tell them about developing a curriculum where the high school counselor, in conjunction with Ms. Kane, will teach a class in the Spring on how these students can aspire to a college education. There will be sixteen sessions and each class will cover a different topic on the college environment such as general fears about higher education, testing, visiting the Center so it is non-threatening, and related “survival skills.”

Ms. Kane said that 45% of students are enrolled in associate degree programs. Ten percent plan to finish the program; 47% plan to pursue a bachelor’s degree, 38% plan to go on for a master’s degree, and 5% for a doctorate. It is hoped that a program such as Seamless Transition will help these students become more aware of what is available to them academically, help them know their own potential in meeting their goals and, in some cases, helping them decide what those goals might be.

During the lengthy discussion which followed, there was agreement that the time is right for the various organizations in the State working toward the educational aspirations of the people of Maine to come together and coordinate their efforts. It was also suggested that the people who can make it happen were gathered at the Board Meeting, and that the Center for Aspirations at the University of Maine is nationally respected for its programs and needs more publicity in-state. There was also agreement that the University System needs to be out in the community seeing and being seen by students of all ages. Also mentioned are the school/college partnerships that have proved so beneficial. Commissioner Albanese commented that student aspirations is at the top of the Governor’s list for Maine people because economic growth in the State is dependent on an educated populace. Trustee Katz reported on the Maine Education Service and the Nellie Mae Fund which through services and monies helps to promote higher education.

Trustee Skinner thanked Vice Chancellor Huseman for the excellent panel and subsequent discussion. Vice Chancellor Huseman, in turn, thanked the panel and indicated the System’s commitment to coordination and pursuit of aspirations activities statewide.
6. Consent Agenda. On motion of Trustee George Wood, which was seconded, the following resolutions were adopted:

- **Gifts, Grants and Awards.** The Board accepted with gratitude all gifts, grants, and awards listed under the date of September 22, 1997.

- **Appointment of Dr. John K. Ford as Nicolas M. Salgo Professor of Business Administration, UM.** The Board approved the appointment of Dr. John K. Ford as Nicolas M. Salgo Professor of Business Administration at the University of Maine for a five-year term, effective September 1, 1997, with a $1,000 annual stipend which when combined with his $6,000 annual stipend as Director of the MBA Program, results in an academic-year salary of $86,990.

- **Appointment of Dr. William S. Anchors as Executive Assistant to the President, UM.** The Board of Trustees approved the appointment of Dr. William S. Anchors as Executive Assistant to the President of the University of Maine for an initial ten-month term, effective September 1, 1997 at a fiscal-year salary of $79,000.

- **Appointment of Mr. David K. Wilson as Managing Director, University of Maine Pulp & Paper Foundation.** The Board approved the appointment of Mr. David K. Wilson as Managing Director of the University of Maine Pulp and Paper Foundation for an initial eight-month term, effective November 1, 1997 at a fiscal-year salary of $70,000.

- **Appointment of Dr. Bryan Blanchard as Executive Vice President and Provost, UMA.** The Board approved the appointment of Dr. Bryan Blanchard as Executive Vice President and Provost at an annualized fiscal year salary of $87,500 plus up to $2,000 for relocation expenses. Dr. Blanchard is available to begin on a part-time basis effective immediately and will be assuming the responsibilities full-time effective November 1, 1997.

- **Appointment of Mr. James Doran as Executive Assistant to the President, UMA.** The Board approved the appointment of Mr. James Doran as Executive Assistant to the President at an annualized fiscal year salary of $65,000, effective September 1, 1997. Mr. Doran will begin working part-time; will assume the position full-time March 1, 1998. In addition to his salary, Mr. Doran will be reimbursed for up to $2,000 for relocation expenses upon submission of documented expenses.

- **Appointment of Ms. Nancy Churchill as Director of the Rural Justice Innovation Project, UMA.** The Board approved the appointment of Ms. Nancy Churchill as Director of the Rural Justice Innovation Project, effective September 23, 1997, at an annualized fiscal year salary of $72,000 with the understanding that the position is funded entirely by non-University funds.

- **Appointment of Dr. Barton Wechsler as Dean of the Muskie School of Public Service, USM.** The Board authorized the appointment of Dr. Barton Wechsler as Dean of the Muskie School of Public Service at the University of Southern Maine for a five-year term effective January 1, 1998, at a fiscal year salary of $88,000.

- **Personnel Actions for Trustee Approval.** The list of salary adjustments was approved as submitted.

- **Construction of Molecular Biology Research Facility, USM.** The Board authorized the construction of a molecular biology teaching lab and three faculty research labs at the University of Southern Maine for a cost not to exceed $175,000, with approximately $141,000 provided by an external grant and the balance coming from campus sources.

- **Construction of an Additional Aquaculture Research Facility at the Darling Marine Center, UM.** The Board authorized the construction of an additional aquaculture research facility at the Darling Marine Center at a cost not to exceed $425,000, with project funding provided by a grant from the Maine Science and Technology Foundation. This approval is
contingent upon the receipt of the grant.

- **Increase in Size of Sports and Recreation Stadium and Field Project, UM.** The Board authorized an increase in the size of the Sports and Recreation Stadium and Field project from $5 million to $5.5 million.

- **Construction of Two Additional Skyboxes at Alfond Arena, UM.** The Board authorized the construction of two additional skyboxes in the Alfond Arena at a cost not to exceed $125,000, with all funding coming from private donations.

- **Renovation of Space to Accommodate Conley Speech and Hearing Center, UM.** The Board authorized the necessary renovations to Dunn Hall for the relocation of the Department of Communication Disorders, including the Conley Speech and Hearing Clinic at a cost not to exceed $162,000, with funding coming from campus sources.

7. **Report on UMA Name Change.** On motion of Trustee Vamvakias, which was seconded, it was

VOTED: That the proposal for a name change for the University of Maine at Augusta be brought back to the Board at its November meeting and that, prior to that time, a working group of ten to twelve members be established by the Chancellor of the University System. Membership of the working group must include representation from the students, faculty and staff of the University of Maine at Augusta community, along with other interest groups that the Chancellor designates. The working group is charged with finding a name that can be embraced by UMA and the System as a whole. This name should convey a clear unifying identity for the Institution that reflects both its unique mission and its relationship with the individual Universities within the University of Maine System.

Action on the working group’s proposal shall occur at the November Board of Trustees meeting.

Trustee Katz requested that there be close adherence to the November deadline.

8. **Bond Referendum.** Trustee John DiMatteo, Chair of the Finance Committee, introduced the $10 million bond referendum of which $6 million will come to the University System. Chancellor MacTaggart emphasized that the bond referendum was a partnership effort involving the University representing and advocating for people with disabilities and supporters of long overdue renovations in the State House. Fact sheets are available to anyone interested.

9. **Information Items.** The following items were included in the agenda for information only:

- FY Pooled Endowment Fund Performance
- Academic Degree Program Inventory
- Naming of Athletic Complex, Gorham
- Capital Construction Report
- Year-end Maintenance Appointment of Managing
- Summary of Current Statistics
- Board Agenda Calendar
- Biographical Sketches

10. **Date of Next Meeting.** The date of the next meeting will be November 9 and 10, 1997, at the University of Maine at Machias

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