WORK PLAN

New Challenges, New Directions Initiative

Presented to the Board of Trustees
November 16, 2009
# New Challenges, New Directions Initiative Work Plan

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# Generate a Public Agenda

## Milestones

### DEC-09
- Higher Education Needs Summit - Planning
  - Outline DRAFT program
  - Establish speakers, panelists, etc
  - Establish invitees
  - Review dates and locations
  - Send a “save the date” notice

### JAN-10
- Higher Education Needs Summit - Send Official Invitations
  - Finalize program
  - Conduct registration process

- Public Agenda: Draft Engagement Process
  - Identify partnerships
  - Draft schedule for engagement process
  - Incorporate Higher Education Needs Summit as an opportunity for input

### FEB-10
- Higher Education Needs Summit
  - Draw on discussion to feed the Public Agenda

- Public Agenda: Draft Outline
  - Prepare an outline of key components of Public Agenda

### MAR-10
- Public Agenda: Finalize
  - Conduct review process with Senior Staff, Presidents and BOT

### APR-10 & Ongoing
- Public Agenda: Publish
  - Publish Public Agenda for Higher Education
  - Coordinate roll-out
  - Conduct engagement process

## Executive Sponsor
**Richard Pattenaude**
Chancellor

## Leads
**Jim Breece**
Vice Chancellor for Academic Affairs

**Rebecca Wyke**
Vice Chancellor for Finance & Admin

## Responsible Parties
BOT, Senior Staff, Presidents

## Priority
High

## Investment
$4k

## Savings
N/A

## Timeframe
DEC-09 to APR-10
Generate a Public Agenda

Recommendation

The Board of Trustees must empower the Chancellor to address Public Agenda goals. Working with educational institutions, state leadership, and the private and non-profit sectors, the Chancellor will lead the way in generating a broad Public Agenda by the spring of 2010, that has, at its core, the goals of enrolling and graduating more students, strengthening the economy, and enhancing Maine’s quality of life. The product would be a shared set of priorities that articulate the value of higher education and the steps needed to strengthen it. In addition, every two years, the Chancellor and Chair of the UMS Board of Trustees will co-host a statewide public summit on the status of higher education in Maine to assess changing employment patterns and projections. The findings of the summit, distributed widely, will guide the System in prioritizing new programs and activities that better serve the citizens of Maine.


Detail

Maine needs to transform itself economically in the future. The University System has an essential role in this process. However, that role is not spelled out in a clear and compelling way, with measurable benchmarks of performance, and the buy-in of key constituencies in the state. This is what is referred to as having a “Public Agenda.” -- p. 4, Meeting New Challenges, Setting New Directions: The Task Force Report, July 7, 2009.
Define Role & Scope of Each University, Refine Mission and 5-year Strategic Plans

<table>
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<th>Milestones</th>
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<tbody>
<tr>
<td>JAN-10</td>
</tr>
<tr>
<td>➢ Begin Discussion of Role &amp; Scope Statement for each University</td>
</tr>
<tr>
<td>➢ Discuss differentiation of mission among universities with presidents</td>
</tr>
<tr>
<td>➢ Establish basic parameters for role &amp; scope statements with presidents</td>
</tr>
<tr>
<td>➢ Begin campus level discussions to define role &amp; scope within parameters</td>
</tr>
<tr>
<td>NOV-10</td>
</tr>
<tr>
<td>➢ Establish Role &amp; Scope Statements for Each University</td>
</tr>
<tr>
<td>➢ BOT approves Role &amp; Scope Statements</td>
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<tr>
<td>JAN-11</td>
</tr>
<tr>
<td>➢ Begin Campus Level Discussions on Refined Missions</td>
</tr>
<tr>
<td>➢ Missions to conform to adopted Role &amp; Scope statements</td>
</tr>
<tr>
<td>➢ Presidents engage campus leadership and community in refining missions and developing or refining 5-year strategic plans as needed for each university consistent with their respective missions</td>
</tr>
<tr>
<td>JUN-11</td>
</tr>
<tr>
<td>➢ Adopt Refined Missions and Implement 5-year Strategic Plans</td>
</tr>
<tr>
<td>➢ BOT approves refined missions and new 5-year strategic plans</td>
</tr>
<tr>
<td>➢ Implementation begins at each of our seven universities</td>
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**Executive Sponsor**
Richard Pattenaude
Chancellor

**Leads**
James Breece
Vice Chancellor for Academic Affairs

**Responsible Parties**
BOT, Presidents, University Communities

**Priority**
High

**Investment**
N/A

**Savings**
N/A

**Timeframe**
JAN-10 to JUN-11
Define Role & Scope of Each University, Refine Mission and 5-year Strategic Plans

Recommendation

The Chancellor and Board, with due consideration with the presidents, should promptly develop and adopt “Role and Scope” statements that can serve as the basis for realistic mission statements, strategic plans, programs, and performance measurements and that are consistent with available resources. -- Arena III Report, Recommendation 2.2.

Detail

The Vice Chancellor for Academic Affairs should be charged with developing specific goals and firm timetables for achieving this objective. Role and Scope statements should encourage differentiation and collaboration – and reduce duplication – in academic program delivery among all universities. Such statements should specify:

- Audiences served by each university: geography, academic preparation, age, full-time/part-time status (recent high school graduates, returning adults, etc.), employers, etc.;
- Specific array of programs and services to be offered: level of program, academic fields;
- Distinctive mission: e.g., land grant, regional engagement/service, liberal arts, professional service, and contribution to scholarship;
- Signature programs that a university campus can develop that are unique to the System, meet customer demand, and further the Public Agenda;
- Collaborative relationships: e.g., serving as provider/receiver sites or education centers for a region;
- Distance-learning relationships among UMS institutions and other System institutions, identifying roles serving as a “provider” of courses and programs to some universities and/or serving as a “receiver” site for others; and
- Indicators of quality and performance using externally referenced indicators and benchmarks.

Such statements should be done in a way that enables campuses to be flexible in responding to new labor market needs, within its role and mission. At the Board level, the statements should enable a critical look at proposals for new programs in high-cost areas, such as PhDs and science programs.
Create a Strategic Investment Fund

Executive Sponsor
Richard Pattenaude
Chancellor

Lead
Rebecca Wyke
Vice Chancellor for Finance & Admin

Responsible Parties
BOT

Priority
High

Investment
Phase-in to 3% of Appropriation

Savings
TBD

Timeframe
NOV-09 to MAY-10

Milestones

NOV-09
➢ BOT Establish Strategic Investment Fund
  – BOT adopts the recommendation to create the fund
  – Sets parameters on size of fund

JAN-10
➢ Establish Policy Governing Use of the Fund
  – Policies developed for use of fund
  – Guidelines and size of competitive grant portion established

APR-10
➢ Begin Identification of Projects
  – Develop projects for funding pursuant to BOT decision
  – Launch competitive grant program

MAY-10
➢ Fund Projects for FY11
  – Seek BOT approval of projects to be funded
  – Announce the competitive grant awards

Strategic Investment Fund

<table>
<thead>
<tr>
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<th>FY10</th>
<th>FY11</th>
<th>FY12</th>
<th>FY13</th>
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<tr>
<td>Stimulus Funds set aside for SIF (FY09 &amp; FY10)</td>
<td>$1,050,000</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
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<tr>
<td>Phase-in of Funding*</td>
<td>1%</td>
<td>2%</td>
<td>3%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>$0</td>
<td>$1,762,304</td>
<td>$3,524,608</td>
<td>$5,286,912</td>
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<tr>
<td>TOTAL</td>
<td>$1,050,000</td>
<td>$1,762,304</td>
<td>$3,524,608</td>
<td>$5,286,912</td>
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*Phase-in the percentage of State appropriation dedicated to strategic investments over three years (FY11-FY12) and allocate all new appropriation to the fund. Note: the model assumes no change in current State appropriation.
Create a Strategic Investment Fund

Recommendation

The “Strategic Investment Fund” should be used to help universities undertake special programs to achieve the public agenda. -- Arena III Report, Recommendation 4.1.

Detail

The Strategic Investment Fund should be used to create incentives for institutions to address state priorities as reflected in the Public Agenda. Incentive funding can take several forms, including but not limited to:

- Incentives to improve mission focus and improvements in student retention and institutional capacity;
- Incentives for institutions to increase competitive grants;
- Incentives to encourage response to the state’s work force needs in STEM and other critical fields; and
- Incentives to implement accelerated degree programs and other strategies to increase degree production.

“...[Strategic Investment Fund] should be systematically built up over the years, necessarily starting small in the current fiscal climate. The fund should be used to help universities undertake special programs to achieve the Public Agenda. A transparent methodology, set of criteria, and distribution procedure for this should be developed by the Board and the Chancellor. We are aware, of course, that there will be great pressure to delay the buildup of this fund until there is a return to prosperity. But from our point of view, it is especially important, when funds are tight, to refocus resources on the proper ends.” -- p. 50, Meeting New Challenges, Setting New Directions: The Task Force Report, July 7, 2009.
Implement a Common Calendar for the 7 Universities

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<th>Richard Pattenaude</th>
<th>Chancellor</th>
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<td>Leads</td>
<td>James Breece</td>
<td>Vice Chancellor for Academic Affairs</td>
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<td>Responsible Parties</td>
<td>Presidents, VCFA, CAOs</td>
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<td>Priority</td>
<td>Medium</td>
<td></td>
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<tr>
<td>Investment</td>
<td>N/A</td>
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<tr>
<td>Savings</td>
<td>N/A</td>
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<td>Timeframe</td>
<td>JAN-10 to SEP-11</td>
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### Milestones

**JAN-10**
- Begin Discussion of the Common Calendar
  - Engage Presidents and CAOs in discussion
  - Identify issues

**JUL-10**
- Progress Report to BOT
  - Report on issues identified and progress towards defining a common calendar
  - Request BOT guidance in resolving issues

**SEP-10**
- Publish Draft of Common Calendar
  - Publish DRAFT of Common Calendar for 2012/2013 Academic Year
  - Receive public comment
  - Make adjustments as appropriate

**JAN-11**
- Approve the Common Calendar
  - BOT approval of the Common Calendar

**SEP-11**
- Implement the Common Calendar
  - Implement the Common Calendar for 2011/2012 Academic Year
Implement a Common Calendar for the 7 Universities

Recommendation

The Chancellor should synchronize procedures for students taking courses from multiple UMS campuses, including the simple provision that each campus follow a common calendar for convenience and accessibility. - Arena III Report, Recommendation 2.3.E.

Detail

Our objective should be to help students attain the highest possible level of university education that is worthwhile for them. Improving the access of our distance learners is of utmost importance if we are to expand higher education attainment in Maine. A common calendar would facilitate this for many of our distance learners who take courses from multiple campuses.
Engage the MCCS in Planning, Improving Transfer of Credits and Sharing Resources

Milestones

**JAN-10**
- Establish a Forum for Discussion of Issues
  - Identify the barriers to transfer of credit and resource sharing
  - Assign teams to find solutions

**JUL-10**
- Progress Report to BOT
  - Report progress made to date

**DEC-10**
- Announce Recommendations
  - Joint announcement of recommendations for improvement:
    - To reduce barriers to credit transfer between systems and ensure more MCCS students go on to complete a bachelors degree through one of our seven universities
    - To share resources between the two systems and reduce costs

Executive Sponsor & Lead
Richard Pattenaude
Chancellor

Responsible Parties
Presidents

Priority
High

Investment
N/A

Savings
N/A

Timeframe
JAN-10 to DEC-10
Engage the MCCS in Planning, Improving Transfer of Credits and Sharing Resources

Recommendation

The Chancellor should encourage and support substantially increased collaboration between the University of Maine System and the Maine Community College System, direct System presidents to work with their counterparts to provide seamless articulation and transfer for students, and optimize the utilization of resources within every region. -- Arena III, Recommendation 2.7.

Detail

The Chancellor should reach out in a spirit of mutual respect and recognition of the vital role MCCS plays in higher education to look for opportunities to reduce overlap, optimize the use of our respective resources, facilitate the transfer of students, and look for economies of scale. Where appropriate, regional pilot programs should be used to develop and test new joint efforts that could later be extended statewide.

Examples of initiatives include: dual or concurrent enrollment allowing students to earn credit at both institutions simultaneously; joint planning of new associate’s degree programs to avoid duplication; dual admission allowing students admitted to MCCS to also be admitted to a UMS institution; provision of UMS courses and programs on site at MCCS campuses; shared facilities and support services; provisions for UMS students to take courses at MCCS campuses, to “reverse transfer” to gain specific employment skills after obtaining a baccalaureate degree at a UMS institution.
Establish and Reach Enrollment & Graduation Targets

**Executive Sponsor**
Richard Pattenaude
Chancellor

**Leads**
Presidents

**Responsible Parties**
EDSA, VCAA, CAOs

**Priority**
High

**Investment**
N/A

**Revenue**
- FY10 N/A
- FY11 $0 - $8m
- FY12 $1m - $2m
- FY13 $3m - $5m*

**Timeframe**
JAN-10 to NOV-12

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**Milestones**

**JAN-10**
- Begin Work with Presidents Council
  - Identify opportunities to increase recruitment and retention

**MAR-10**
- Report: Study of Markets, Strategic Pricing & Financial Aid
  - Utilize the report to identify strategies for improving recruitment and retention efforts

**NOV-10**
- Report on Progress Towards Targets to BOT

**MAR-11**
- Report on Progress Towards Targets to BOT

**NOV-11**
- Report on Progress Towards Targets to BOT
  - Increase student headcount by 500
  - Achieve an annual completion rate of 17%
  - Achieve 6 year graduation rate of 48%

**MAR-12**
- Report on Progress Towards Targets to BOT

**NOV-12**
- Achieve Targets for Enrollment and Graduation
  - Increase student headcount by 1000
  - Achieve an annual completion rate of 18%
  - Achieve 6 year graduation rate of 50%

* Relates to Study on Markets, Strategic Pricing & Financial Aid
Establish and Reach Enrollment & Graduation Targets

Recommendation

Increase enrollment headcount by 1000 by FY13. Achieve an annual completion rate of 18% and a 6-year graduation rate of 50% by FY13. – Arena II, Recommendation 4 and 5.

Detail

Increasing enrollment during a period of economic downturn and demographic decline is particularly challenging. As a result goals and targets are kept on the conservative side; the intention is to exceed the goals where possible. The UMS must address the financial sustainability from a revenue generation, as well as a expense reduction perspective. Clear targets for increasing enrollment and improving graduation rates are needed and our universities must be held accountable to achieving them. New strategies must be employed, and the complimentary initiative to study markets, strategic pricing and financial aid will assist in this endeavor, as will many of the other initiatives identified in the New Challenges, New Direction initiative.

The UMS will report to the Board of Trustees twice a year on the progress to increase enrollments and improve graduation rates.
Improve Communications and Opportunities for University Community Feedback

Executive Sponsor
Board of Trustees

Lead
Richard Pattenaude
Chancellor

Responsible Parties
Sr. Staff, Presidents & Government Relations Staff

Priority
Medium

Investment
N/A

Savings
N/A

Timeframe
JAN-10 to DEC-10

Milestones

JAN-10
➤ Establish Schedule for BOT Meetings with University BOVs
  – The Board of Trustees will establish a schedule of meetings with the Boards of Visitors of each of our seven universities

MAR-10
➤ Go-live with UMS Public Feedback Web Site
  – Web Site is live
  – Feedback mechanism and procedures in place to review information provided

DEC-10
➤ Complete Annual Meetings of Trustees with Boards of Visitors
  – Annual meetings with the Board of Trustees and each university Board of Visitors completed
Improve Communications and Opportunities for University Community Feedback

Recommendation

Students, faculty and staff, and members of the public will have access to a web site where they may communicate their suggestions, satisfaction, or concerns. This initiative will increase the customer service capacity of the University System both internally and externally. The Board of Trustees will also meet annually with the Board of Visitors of each of our universities to gain a better understanding of the issues important to our university communities. -- The Final Report and Implementation Plan of the New Challenges, New Directions Initiative, “New Ways of Working,” November 16, 2009.

Detail

The New Challenges, New Directions initiative provided many opportunities for critical feedback from our university communities. Two sets of public hearings were held on each of our seven campuses, one set with the Task Force and another with the Board of Trustees to hear ideas and concerns. Additionally, a web site was made available during both phases of the process to allow students, faculty and staff, and members of the public an opportunity to express their ideas and concerns in writing. The Board of Trustees and the Chancellor are committed to continuing this dialogue as they guide the University of Maine System in its service to the people of Maine.
Implement 3-year Baccalaureate Degree Option

Executive Sponsor
James Breece
Vice Chancellor Academic Affairs

Responsible Parties
CAOs, Deans

Priority
High

Investment
N/A

Savings
N/A

Timeframe
NOV-09 to SEP-10

Milestones

NOV-09
➤ Begin Planning Process for 3-year Degree
  – Presidents and CAOs engaged in discussion to identify opportunities for 3-year degree programs
  – Planning occurs at the university level
  – Identify issues and barriers that need to be addressed

JAN-10
➤ Update to BOT on Planning Process
  – Provide report on progress to date
  – Identification of any issues/concerns

MAR-10
➤ Identify 3-year Degrees to be Offered by University
  – Report due to BOT on programs available for 2010-2011 academic year

SEPT-10
➤ Universities begin offering three-year degrees
Implement 3-year Baccalaureate Degree Option

Recommendation

Implement a three-year baccalaureate degree option. – The Final Report and Implementation Plan of the New Challenges, New Directions Initiative.

Detail

Implement a three-year baccalaureate degree option. The three-year degree option would be a full 120 credit hour degree program. Universities would determine which degrees could be offered in this manner, saving students considerable time and cost. Courses would come from regular instructional schedules, robust summer session, online, and other institutions.

Students earning a three-year baccalaureate degree would sign up for a program of study in which much of the course work is sequenced. Students would find themselves typically part of a cohort, a group of students who take most if not all of their courses together.
## Increase the Number of Graduates in Allied Health Programs

### Milestones

<table>
<thead>
<tr>
<th>Date</th>
<th>Milestone</th>
</tr>
</thead>
<tbody>
<tr>
<td>NOV-09</td>
<td>Initiate a Working Group for Allied Health Professions</td>
</tr>
<tr>
<td>APRIL-10</td>
<td>- Tap professionals working in allied health within the system to assist in identifying statewide needs, barriers, next steps and resources.</td>
</tr>
<tr>
<td>SEP-10</td>
<td>Identify Resources Needed to Implement &amp; Possible Sources</td>
</tr>
<tr>
<td></td>
<td>- Identify reallocation of campus level resources</td>
</tr>
<tr>
<td></td>
<td>- Identify and apply for potential grants or state funding</td>
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<tr>
<td></td>
<td>- Request funding from the Strategic Investment Fund</td>
</tr>
<tr>
<td>JAN-11</td>
<td>Implementation Report to the Board of Trustees</td>
</tr>
<tr>
<td>SEP-11</td>
<td>Expanded Enrollments in Allied Health Programs Implemented</td>
</tr>
<tr>
<td></td>
<td>Increase Degrees Awarded to 500</td>
</tr>
</tbody>
</table>

### Executive Sponsor

James Breece
Vice Chancellor for Academic Affairs

### Responsible Parties

CAOs

### Priority

High

### Investment

TBD

### Savings

TBD

### Timeframe

NOV-09 to SEP-11
Increase the Number of Graduates in Allied Health Programs

Recommendation

Increase the number of graduates in allied health programs by 20%. -- Final Report and Implementation Plan of the New Challenges, New Directions initiative.

Detail

According to the Maine Department of Labor, the health care sector has grown into one of Maine’s most significant. The sector accounts for approximately 13 percent of all wage and salary employment in Maine, or over 75,000 permanent jobs with a payroll of approximately $2.7 billion annually. To meet the growing demand for professionals in the healthcare industry, the University of Maine System will need to increase the numbers of graduates in these fields to 500 by FY11 and to 600 by FY13.
Increase State-wide Access to Professional Programs, Particularly at Graduate Level

**Executive Sponsor**
James Breece  
Vice Chancellor Academic Affairs

**Leads**
Bob Kennedy  
President, UM
Selma Botman  
President, USM

**Milestones**

**DEC-09**
- Presidents of UM & USM to Convene and Co-Chair Work Group
  - Assess state-wide needs for professional programs, particularly graduate level professional programs by region and profession

**MAR-10**
- Report Presented to Chancellor
  - Inventory of current programs offered by region
  - Identification of needs by region and profession
  - Plan to address needs utilizing the resources of UM and USM

**SEP-10**
- Implementation of the Recommendations
  - Implementation of the Plan to begin in the 2010/2011 academic year

**MAY-11**
- Status Report to the Chancellor and the Board of Trustees

**Priority**
High

**Investment**
N/A

**Savings**
N/A

**Timeframe**
DEC-09 to SEP-10
Increase State-wide Access to Professional Programs, Particularly at Graduate Level

Recommendation

Increase state-wide access to professional programs, particularly at the graduate level. -- *The Final Report and Implementation Plan of the New Challenges, New Directions Initiative.*

Detail

The presidents of USM and UM will convene and co-chair a work group to assess statewide needs for professional and graduate level programs that is not currently being met and to determine how to collaboratively address them. The VCAA’s office will provide statistical analysis and access to economic planning reports. The presidents will present a report to the Chancellor by March 2010. The report will include an inventory of current program offerings by region, identification of the needs by region and profession, and a plan to allocate resources to address those needs. Implementation of the plan will begin in September 2010 for the 2010/2011 academic year.

The majority of graduate and professional programs reside at the University of Maine and the University of Southern Maine. Some efforts have been made to offer these programs to various parts of the state, however, it is time for a more proactive, collaborative approach to address the state’s needs. Access to professional and graduate academic programs is essential for all of Maine to prosper in the future.
Create a System-wide Program on Alternative Energy Education and Research

Milestones

**NOV-09**
- UM President to Convene a Working Group
  - Working Group Named and Convened

**MAY-10**
- Report of the Working Group Due to the Chancellor
  - Inventory of current programs by campus
  - Plan for implementation of State-wide program

**SEP-10**
- Implementation of the Plan
  - Implementation of plan for 2010/2011 academic year

**MAY-11**
- Update to the Chancellor and the Board of Trustees

**Executive Sponsor**
- James Breece
  - Vice Chancellor Academic Affairs

**Lead**
- Bob Kennedy
  - President, UM

**Responsible Parties**
- Presidents, CAOs

**Priority**
- High

**Investment**
- N/A

**Savings**
- N/A

**Timeframe**
- NOV-09 to SEP-10
Create a System-wide Program on Alternative Energy Education and Research

Recommendation

Create system-wide program on alternative energy education and research. – *The Final Report and Implementation Plan of the New Challenges, New Directions Initiative.*

Detail

The President of UM will lead a work group to support a broad-based initiative advancing alternative energy education and research in Maine. This work would draw on the emerging programs and resources of all system universities. A plan will be submitted in May 2010 for implementation in the Fall of 2010.

While all of our universities are engaged in the issues off sustainability, alternative energy and environmental stewardship, the synergy of all of our campuses working together provides a cohesive approach to serving this important role for the State of Maine, ensuring:

- students will have access to curricula that leads to 21st century green jobs;
- businesses and communities gain from technical and planning expertise; and
- cutting edge research takes place in ways that benefits all of Maine.

The initial outcome is an inventory of programs and a plan due May 2010. Followed by the implementation of the plan in September 2010.
Review Courses with Enrollment of 12 or Fewer Students

Executive Sponsor
James Breece
Vice Chancellor Academic Affairs

Responsible Parties
CAOs

Priority
High

Investment
N/A

Savings
FY10 $1.0m
FY11 $1.0m
FY12 $1.5m
FY13 $2.0m

Timeframe
SEP-09 & Ongoing

Milestones

SEP-09
- CAOs to Review Courses with 12 or Fewer Students
  - Target 25% percent of courses with enrollment of 12 or fewer students

JAN-10
- Implement Recommendations
  - Eliminate, grow or justify current course enrollment

SEP-10
- Establish Criteria and Implement Review of Graduate Level Courses
- CAOs to Review Courses with 12 or Fewer Students
  - Target 23% percent of courses with enrollment of 12 or fewer students

JAN-11
- Implement Recommendations
  - Eliminate, grow or justify current course enrollment

SEP-11
- CAOs to Review Courses with 12 or Fewer Students
  - Target 21% percent of courses with enrollment of 12 or fewer students

JAN-12
- Implement Recommendations
  - Eliminate, grow or justify current course enrollment

SEP-12
- CAOs to Review Courses with 12 or Fewer Students
  - Target 20% percent of courses with enrollment of 12 or fewer students

JAN-13
- Implement Recommendations
  - Eliminate, grow or justify current course enrollment
Review Courses with Enrollment of 12 or Fewer Students

Recommendation

Each semester, the CAOs will analyze all course offerings to ensure savings are achieved with better curriculum management, and submit their findings and actions to the VCAA for review. - Arena 11, Recommendation 1.

Detail

The cost savings already found by the CAOs by examining courses with enrollments of 12 or fewer students shows the value of performing these checks on a regular basis as part of the academic scheduling process. The significant drop in the percentage of courses that ran with 12 or fewer students was a direct result of this review, and the continuation of this review will lead to ongoing savings.

The VCAA and CAOs have established targets for the percentage of courses with 12 or fewer students as 25% of the total courses offered, with a long-term goal of working towards 20% or lower by 2013 with variations based on mission and program mix.

The VCAA and CAOs will develop appropriate, mission-specific criteria to expand the review process to graduate offerings.
Review of Academic Programs with 5 or Fewer Graduates

Milestones

SEP-09
- Begin CAO Review Graduation Information
  - Identify programs with fewer than 5 graduates based on a 3-year rolling average
  - Programs with less than 5 graduates notified of 3 year deadline to grow enrollments, collaborate with another institution or eliminate program

SEP-10
- Establish Criteria and Implement Review of Graduate Level Courses
- Provide First Annual Status Report to BOT
  - Identify programs with fewer than 5 graduates
  - Number of years at this status
  - Identify recommendation to rectify: grow, collaborate, eliminate

SEP-11
- Evaluate Programs Currently Identified
  - Evaluate programs currently identified with 5 or fewer graduates against the plan to grow, collaborate or eliminate
  - Utilize the normal shared governance process established at the universities to initiate action as needed

SEP-12
- Evaluate Programs Currently Identified
  - Evaluate programs currently identified with 5 or fewer graduates against the plan to grow, collaborate or eliminate
  - Utilize the normal shared governance process established at the universities to initiate action as needed

Ongoing
- Annual Evaluation and Report to the Board of Trustees

Executive Sponsor
James Breece
Vice Chancellor Academic Affairs

Responsible Parties
CAOs

Priority
High

Investment
N/A

Savings
TBD

Timeframe
SEP-09 & Ongoing
Review of Academic Programs with 5 or Fewer Graduates

Recommendation

Academic undergraduate programs will be reviewed on a regular basis. – Arena II, Recommendation 2.

Detail

Programs found to have five or fewer graduates based on a three-year rolling average will be given three years to:
- Increase the number of graduates
- Grow enrollment to significant levels meeting state-wide need and interest
- Collaborate with other system universities as a means to increase enrollment and/or maintain enrollment with fewer resources
- Justify need and/or cost-to-benefit ratio for:
  - Courses that contribute to economic development
  - Courses in STEM disciplines and world languages
  - Profitability

The VCAA and CAOs will annually review programs with five or fewer graduates. If an academic program under review does not increase the number of graduates or students enrolled in the program, it may require reconfiguration, collaboration or elimination under the normal shared governance process established at the universities. This review will provide guidance for the work in reaching the student-faculty ratio target, which is where most of the savings will emerge. The VCAA and CAOs will work to expand the degree review process to look at graduate offerings.
Establish and Reach Student/Faculty Ratio Targets

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<tr>
<th>Executive Sponsor</th>
<th>James Breece</th>
<th>Vice Chancellor Academic Affairs</th>
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<td>Responsible Parties</td>
<td>CAOs</td>
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<td>Priority</td>
<td>High</td>
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<tr>
<td>Investment</td>
<td>N/A</td>
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<tr>
<td>Savings</td>
<td>FY11: $2-3m, FY12: $5-7m, FY13: $6-8m</td>
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<td>Timeframe</td>
<td>NOV-09 to SEP-13</td>
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### Milestones

**NOV-09**
- CAOs to Revisit the Arena II Work Related to Peer Groups and Student/Faculty Ratios
  - Fine tune student/faculty ratios for each university based on peers
  - Use work in 12/5 analysis to help find efficiencies, develop joint programs or increase collaboration

**MAR-10**
- Finalize Student/Faculty Ratio Targets
  - Utilizing comparative data from finalized peer groups

**SEP-11**
- Reach Target Student/Faculty Ratio of 15.5
- Progress Report to Board of Trustees
  - Update of current student/faculty ratios
  - Progress since March 2010
  - Strategies for reaching target by September 2013

**SEP-12**
- Progress Report to Board of Trustees
  - Update of current student/faculty ratios
  - Progress since March 2010
  - Strategies for reaching target by September 2013

**SEP-13**
- Reach Target Student/Faculty Ratio of 16
Establish and Reach Student/Faculty Ratio Targets

**Recommendation**

Universities will adjust their student/faculty ratios by 2012 to match that of their peers. – *Arena 2, Recommendation 3*

**Detail**

Our universities have three options to bring their respective institution to the peer average for student/faculty ratios:

- Alter student credit hours while keeping the faculty count constant;
- Alter faculty count while keeping the credit hours constant; or
- Use a mix of credit hour and faculty count changes.

The CAOs will submit an annual report to the VCAA on the progress towards meeting the target for their respective university. Not all of the universities are currently below their peer averages. Both UMA and UMFK are above their peer average, while UMPI matches their peers for student/faculty ratios. The projected savings in this recommendation are found at the remaining universities.
Implement Seamless Student Transfer of Credit Hours within UMS

Executive Sponsor & Lead
Rosa Redonnett
Executive Director of Student Affairs

Responsible Parties
VCAA, CAOs

Priority
High

Investment
N/A

Savings
N/A

Timeframe
SEP-09 to JAN-11

Milestones

SEP to DED-09
- Explore Issues Connected to Transferability
  - Review previous transfer projects and progress
  - Work with System Transfer Officers to assess current situation and issues
  - Work with IT staff to enhance on-line transfer guide
  - Develop communication plan

JAN-10
- Review Identified Issues with VCAA, CAOs
  - Review current status of transfer
  - Identify approaches to resolving transfer issues
  - Identify academic disciplines which present the highest difficulty and develop a plan for faculty-to-faculty dialogue and resolution
  - Develop a plan for enhancing the advising of transfer students System-wide with a focus on students transferring from MCCS

FEB to OCT-10
- Implement Plans to Resolve Issues Identified
  - Resolve issues requiring internal adjustments (campus-to-campus transfer issues)
  - Sponsor opportunities for faculty-to-faculty dialogue and reach consensus on resolution for transfer issues associated with MCCS
  - Implement plan for enhancing the advising of transfer students System-wide with a focus on students transferring from MCCS

JAN-11
- Finalize All Transfer Initiatives
  - Communicate to broader community
  - Update all transfer and course equivalency matrices
  - Review progress annually
Implement Seamless Student Transfer of Credit Hours within UMS

Recommendation

The Chancellor, working with the presidents, should ensure seamless student transfer between and among all University of Maine System campuses. -- Arena III Report, Recommendation 2.3.

Detail

A fair, consistent, and transparent course credit transfer policy is important to facilitating intercampus transfers for University of Maine System students. Our intention should be to help students attain the highest possible level of university education that is worthwhile for them. To that end the UMS should:

- Provide for guaranteed transferability to all UMS campuses for a student successfully completing a general associate’s degree from any community college or UMS campus;

- Initiate a statewide communications campaign to inform students about current resources, including the web-based services available; and

- Charge university presidents to develop a strategy for enhancing the services to student advisors and other campus-level personnel in assisting students with transfer planning.
## Milestones

### NOV-09
- Draft Memorandum of Agreement for Closer Collaboration between the Maine Adult Education/College Transitions Program and UMS
  - Work with CAOs and the Director of Distance Education in drafting of this plan

### DEC-09
- Sign and Implement Memorandum of Agreement
  - Chancellor and Commissioner of Education sign off
  - Plan for meeting with UMS campus representation and Adult Education leadership

### MAR-10
- Convene UMS and Adult Education Partners
  - Review current relationships, roles, responsibilities
  - Identify opportunities for collaboration, impediments
  - Formulate plan

### JUN-10
- Incorporate MCCS Component
  - Review current relationships, roles, responsibilities
  - Identify opportunities for collaboration, impediments
  - Formulate plan

### Executive Sponsor & Lead
Rosa Redonnett
Executive Director Student Affairs

### Responsible Parties
CAOs, Exec Director Distance Ed

### Priority
High

### Investment
N/A

### Savings
N/A

### Timeframe
NOV-09 to JUNE-10
Partner with Maine Community Adult Education Programs

Recommendation


Detail

Maine Adult Education programs should continue to play a major role in the University’s distance learning outreach plan, as well as an access point for adults enrolling at any UMS campus. Creating a new paradigm where the UMS, MCCS and Adult Education programs (and specifically the College Transitions program) can partner to promote access to higher education in Maine is a critical component in expanding the college attainment rate in Maine. Exploring and clarifying roles, relationships and required support form the underpinning for such a partnership.

Additionally, exploring opportunities for leveraging Adult Education and UMS videoconferencing facilities would potentially expand access to University and Adult Education programs.
Expand Distance Education Mission and Modernize e-Learning Technologies

### Milestones

**DEC-09**
- Identify Institutional Research Needs for Distance Learning and Gather Data

**JAN-10**
- Create New IR Reports for Distance Learning
- Form Working Groups to Develop the Mission, Determine Current State and Future Technology Needs, and Facilitate the Advancement of Online Degree Proposals

**DEC-10**
- Adopt New Expanded Mission for Distance Education

**JAN-11**
- Begin Work with Academic Leadership to Implement the New Draft Mission and to Develop the Strategic Direction

**MAY-11**
- Present Strategic Direction to BOT
- Begin Identification of Suite of Core Supported Technologies

**NOV-11**
- Determine Weighted Criteria and Begin Evaluation of Specific Products
- Number of Online Degree Enrollments Reach 700

**MAY-12**
- BOT Implementation Decision and Identification of Funding

**SEP-12**
- Pilot New Technologies (Fall 12 and Spring 13 semesters)

**APR-13**
- Review Pilot and Select Final Products for Implementation
- Begin Implementation Development Work and Training

**SEP-13**
- Begin Phased Implementation of Selected Products Based on Funding
- Number of Online Degree Enrollments Reach 1000

### Executive Sponsor
Richard Pattenaude
Chancellor

### Leads
Jim Breece
Vice Chancellor for Academic Affairs

Allyson Hughes-Handley
President, UMA

### Responsible Parties
Presidents, CAOs, CIO, and IR

### Priority
Medium to High

### Investment
TBD

### Revenue
FY13 $780k

### Timeframe
DEC-09 to SEP-13
Expand Distance Education Mission and Modernize e-Learning Technologies

Recommendation

Articulate a statewide distance education mission. Identify and gather data to strengthen institutional research for distance education. Evaluate and select a common set of distance learning technologies to expand opportunities and resources for UMS students and faculty. Increase the number of online enrollments in degree programs to 1000 by FY13. -- Arena II, UC Report, Recommendations 1, 3, 4, 5 and 7; The Final Report and Implementation Plan of the New Challenges, New Directions initiative.

Detail

For UMS to move to a learning environment that expands its reach while enriching the learning environment, it must exploit new technologies in a strategic manner. Efforts have begun which move distance learning from the traditional ITV approach to online environments, but a coherent plan needs to guide UMS to a core set of supported new technologies.

Included in this process will be improved data, training and support for both students and faculty. Examples of technologies to be considered include course management systems, email, web conferencing and other e-learning environments. To mitigate the loss of distance learners who might not have broadband Internet service, options will be explored such as subsidies that support broadband access for rural Maine students, targeted financial aid that assists students in paying for connectivity from home, or mailing materials (e.g., DVDs) for students who can’t afford connectivity.

Phase 1 deliverables for evaluation and selection of technology include: current inventory/baseline of technologies in use; requirements analysis; business case; identification of cross dependencies; and an academic strategic direction.

These initiatives will improve the current experience of existing distance education students, as well as serve to increase the number of online enrollments in degree programs.
Modernize the Operation of University College

Milestones

JAN-10
- Engage the University College/ITV/Online Assessment Committee to Create a Work Group
  - Implement recommendations (10-18) related to the modernization of UC
  - Incorporate “phase out” and “phase in” technological processes and methodologies consistent with the educational access mission of UC

JUNE-10
- Hire New Director for University College
  - The director will oversee the transition of the operations to more contemporary dispersed learning methodologies and practices.
  - The director will work with the center directors to develop an action plan for implementation of the recommendations of NCND report on distance learning and University College

JAN-11
- Continue Phase Out of ITV broadcast Channels & Simultaneously Invest in New Technologies & Professional Development for Faculty /Staff
  - Develop a plan for evaluation of new academic software and hardware

MAY-11
- Begin Professional Development
  - Begin implementation enhanced professional development for faculty and students who are transitioning to online education

NOV-11
- Evaluate Educational Technology Products
  - Determine weighted criteria and begin evaluation of technology products.
  - Continue ongoing assessment of University College centers and sites

JAN-10 to DEC-13
- Continue modernization processes and procedures

Executive Sponsor
Allyson Handley
President, UMA

Lead
Director of University College

Responsible Parties
University College Staff

Priority
Medium

Investment
TBD

Savings
TBD

Timeframe
JAN-10 to DEC-13

This item relates to the work plan for Expand Distance Education and Modernize eLearning Technologies
Modernize the Operation of University College

Recommendation

Modernize the operation of University College to ensure student access and to expand educational opportunity through appropriate technology-based learning approaches and tools -- *Arena II, UC Report, Recommendations 10-18.*

Detail

If the University of Maine System is to provide a 21st century learning environment for students to fully utilize the powerful tools emerging from the information technology industry, than it is imperative to develop a strategic vision for University College. Distance learners are new, and will increasingly be a significant percentage of students for University College and the University of Maine System.

As we rely less on ITV and its microwave network, and move to broadband and internet connections, we will use new tools that have the potential to connect many more overall communities to higher education. Costs associated with changes in technology could be initially covered through savings from down-sizing the ITV operation, standardization of hardware and software, and reinvestment within campus budgets.
Accelerate the Degree Proposal and Approval Process

Executive Sponsor
James Breece
Vice Chancellor Academic Affairs

Responsible Parties
CAOs

Priority
Medium

Investment
N/A

Savings
N/A

Timeframe
SEPT-09-SEPT-10

Milestones

SEP-09
- Begin Discussion of the New Degree Proposal Process
  - CAOs in discussion
  - Identify issues
  - Revise process

MAR -10
- Update to the Board of Trustees
  - Provide a progress report to the BOT
  - Identify barriers and options for resolution

SEPT-10
- Implement the New Degree Proposal and Approval Process
  - Obtain BOT approval of new process
Accelerate the Degree Proposal and Approval Process

Recommendation

The degree proposal and approval process should be accelerated to allow the University of Maine System to react quickly to market changes and to serve the people of Maine. -- *The Final Report and Implementation Plan of the New Challenges, New Directions initiative.*

Detail

Accelerating the degree proposal and approval process would improve the ability of the universities to respond to the educational and economic development needs of the state, or a particular region of the state.

The flexibility of our universities to respond to those needs must be maintained and enhanced so that the institutions can improve their performance as major drivers of economic success in Maine.
Finalize Peer Groups by Institution and Identify Base Funding Levels

Executive Sponsor
James Breece
Vice Chancellor Academic Affairs

Lead
Rebecca Wyke
Vice Chancellor Finance & Admin

Responsible Parties
CAOs, CFOs

Priority
Medium

Investment
N/A

Savings
N/A

Timeframe
SEP-09-MAR-10

Milestones

SEP-09
- Revisit Peer Group Work Performed for the Arena II Report
  - CAOs work with VCAA to make adjustments to peers

JAN -10
- Peer Group Recommendations Forwarded to CFO Work Group
  - VCFA and CFOs begin work to identify base funding levels for each university based on peer group analysis

MAR-10
- Final Peer Groups and Base Funding Levels Identified
  - Report issued for each university against their peers
  - Measures to include enrollment, staffing and base funding levels
Finalize Peer Groups by Institution and Identify Base Funding Levels

Recommendation

Determine the adequacy and equity of funding for each of our universities by comparing our institutions against their peer institutions. An important step is to reach agreement on a final list of appropriate peers for each institution. Establish benchmark funding levels for each institution, possible benchmarks include: the mean of the peer group, the median of the peer group (preferred), or 90-95% of median (to reflect an explicit expectation of improvement in productivity levels). -- Arena III Report, Appendix II.

Detail

The Task Force report recommended each of our universities establish credible and appropriate peer groups against which they could measure such metrics as enrollment, staffing and base funding levels.
Conduct an Annual System-wide Planning Summit on Academic Program Development

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<th>Milestones</th>
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<tr>
<td><strong>NOV-09</strong></td>
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<tr>
<td>➢ Begin Planning for Annual Planning Summit</td>
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<tr>
<td>➢ Outline DRAFT program</td>
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<tr>
<td>➢ Establish invitees</td>
</tr>
<tr>
<td>➢ Review dates and locations</td>
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</table>

| **FEB-10** |
| ➢ Determine Date, Location and Invitees |
| ➢ Establish speakers, panelists, etc |
| ➢ Send a “save the date” notice |

| **MAR-10** |
| ➢ Finalize SWOT Analysis by University |
| ➢ Send Official Invitation for Summit |
| ➢ Finalize program |
| ➢ Conduct registration process |

| **APR-10** |
| ➢ Hold Annual Planning Summit |

| **MAY-10** |
| ➢ Produce Report to Board of Trustees |

**Executive Sponsor & Lead**
James Breece
Vice Chancellor Academic Affairs

**Responsible Parties**
CAOs

**Priority**
Medium

**Investment**
$4k

**Savings**
N/A

**Timeframe**
NOV-09 to MAY-10
Conduct an Annual System-wide Planning Summit on Academic Program Development

Recommendation

The academic and administrative leadership of each university will gather annually with system leadership for a multi-day discussion of needed program changes, deletions, or additions. -- *The Final Report and Implementation Plan of the New Challenges, New Directions Initiative, “New Ways of Working,” item C.*

Detail

The Annual Planning Summit on Academic Program Development will allow the academic and administrative leadership of each university to network with each other and with system leadership to discuss needed program changes, deletions, or additions, as well as the impact of these changes on individual campuses and the overall program offerings of the UMS.

Annual SWOT (Strength-Weakness-Opportunity-Threat) reports by each university will inform this work. The development of an annual report to the Trustees on planned undergraduate and graduate program developments will be the outcome of this work.
Complete Study of Markets, Strategic Pricing & Financial Aid

Executive Sponsor
Rebecca Wyke
Vice Chancellor Finance & Admin

Lead
Rosa Redonnett
Executive Director of Student Affairs

Responsible Parties
EDSA, CFOs

Priority
High

Investment
$250k

Revenue
FY10 N/A
FY11 $0 - $800k
FY12 $1m - $2m
FY13 $3m - $5m*

Timeframe
OCT-09 to MAR-10

*M Relates to Establish & Reach Graduation & Enrollment Targets

Milestones

OCT-09
- Issue RFQ for Services October 22nd
  - Develop RFQ and publish
  - Establish review committee to advise EDSA

NOV-09
- Deadline for RFQ November 6th
  - Receive responses to RFQ
  - Conduct evaluation process
  - Select a vendor

MAR-10
- Delivery of Report
  - Review recommendations
  - Develop implementation plan for each university

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<tr>
<td></td>
<td>October</td>
<td>November</td>
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<td>RFQ sent to higher ed consultants</td>
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<td>Committee meets to establish and review parameters</td>
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<tr>
<td>Deadline for submission of RFQ</td>
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<td>Committee meets to review RFQ’s and determine which to invite for presentation</td>
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<td>Presentations &amp; selection</td>
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<tr>
<td>Work</td>
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<td>Recommendations delivered</td>
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2009 2010
October November December January February March
Complete Study of Markets, Strategic Pricing & Financial Aid to Improve Access and Affordability

Recommendation

A key to effective System finance policy is the alignment of policy decisions for the areas of: State appropriations; tuition and fees; and student financial aid, not only with each other but also with the goals of the System. UMS should commission a system-wide study of price elasticity and affordability in relationship to the Public Agenda goal of increasing access to higher education. -- Arena III Report, Section 4, pp. 39 – 53.

Detail

Procure consulting services for a comprehensive review of potential markets and tuition and pricing policies for the System and its seven universities. The purpose of this study is to devise a financial model which enables the System as a whole and each university to both maximize enrollment potential and provide an accessible, affordable education to its students, consistent with and responsive to each university’s role, mission and various service areas. This review will include recommendations for tuition/pricing policies for the University of Maine System and its universities.

The scope of work shall include but not be limited to answering the following questions:

Given our current and projected resources and markets, what size enrollment can the UMS (and its universities) reasonably sustain?

What markets offer areas of opportunity for enhanced enrollment System-wide and what strategies might be employed to access and maximize these?

In order to achieve this enrollment and ensure access, affordability and quality, what recommendations can be made about tuition/pricing models and policies appropriate for the University of Maine System and its universities?

In order to be responsive to this strategy and support enrollment, what is the best strategic use of financial aid both as a System and as individual universities?
Conduct Annual Planning Summit on Access, Affordability & Enrollment

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<td>➢ Establish speakers, panelists, etc</td>
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<td>MAR-10</td>
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<tr>
<td>➢ Send Official Invitation for Summit</td>
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<tr>
<td>➢ Finalize program</td>
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<tr>
<td>➢ Conduct registration process</td>
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<tr>
<td>APR-10</td>
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<td>➢ Hold Annual Planning Summit</td>
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**Executive Sponsor and Lead**
Rosa Redonnett
Executive Director of Student Affairs

**Responsible Parties**
CSAOs, CFOs

**Priority**
Medium

**Investment**
$4k

**Savings**
N/A

**Timeframe**
DEC-09 to APR-10
Conduct Annual Planning Summit on Access, Affordability & Enrollment

Recommendation

Student affairs officers and enrollment management leaders will meet annually to develop coordinated strategies to grow enrollment. The development of an annually updated integrated enrollment management plan that includes specific strategies for each university will be the outcome of this work.

-- The Final Report and Implementation Plan of the New Challenges, New Directions Initiative, “New Ways of Working” item D.

Detail

The Annual Planning Summit on Access, Affordability and Enrollment will build on the study of markets, strategic pricing and financial aid to help create a system-wide strategy for increasing enrollments through recruitment and retention. Individual campus-based strategies for each of our seven universities will also result.

The summit will provide an opportunity for campus leadership to participate in knowledge and information sharing and to discuss the recommendations of the recently completed study of markets, strategic pricing and financial aid.
Implement SLAs, Customer Surveys and Annual Reviews of SWS

<table>
<thead>
<tr>
<th>Milestones</th>
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</thead>
<tbody>
<tr>
<td><strong>SEP-09</strong></td>
</tr>
<tr>
<td>➢ Create an Advisory Council for SWS</td>
</tr>
<tr>
<td>– Establish Shared Services Advisory Council membership</td>
</tr>
<tr>
<td>– Conduct first monthly meeting on September 30th</td>
</tr>
<tr>
<td><strong>NOV-09</strong></td>
</tr>
<tr>
<td>➢ Create Subcommittees</td>
</tr>
<tr>
<td>– Establish subcommittee to develop Service Level Agreements (SLAs)</td>
</tr>
<tr>
<td>– Establish subcommittee to develop and conduct customer survey</td>
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<tr>
<td><strong>FEB-10</strong></td>
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<tr>
<td>➢ Conduct Customer Survey</td>
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<tr>
<td>– Surveys to cover services provided by both the system and other campuses</td>
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<tr>
<td><strong>MAR-10</strong></td>
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<tr>
<td>➢ Tabulate Results of Customer Survey</td>
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<tr>
<td>➢ Finalize and Implement Service Level Agreements</td>
</tr>
<tr>
<td>– SLAs to cover services provided by both the system and other campuses</td>
</tr>
<tr>
<td><strong>JUL-10</strong></td>
</tr>
<tr>
<td>➢ Complete Annual Reviews of SWS and Campus-based Services</td>
</tr>
</tbody>
</table>

**Executive Sponsor**
Rebecca Wyke
Vice Chancellor Finance & Admin

**Leads**
Tracy Elliot, UMS
Director of Finance & Controller
Chair, Subcommittee to Develop SLAs
Rosa Redonnett, UMS
Executive Director of Student Affairs
Chair, Subcommittee to Develop Survey

**Responsible Parties**
Shared Services Advisory Council

**Priority**
Medium

**Investment**
N/A

**Savings**
N/A

**Timeframe**
SEP-09 to JUL-10
Implement SLAs, Customer Surveys and Annual Reviews of SWS

Recommendation

System-wide Services (SWS) should continue to report to the Vice Chancellor for Finance and Administration, under the direction of the Chancellor. University customers of SWS should be surveyed annually regarding their satisfaction with the services. A formal Advisory Council for SWS should be named consisting of the Vice Chancellor for Finance and Administration and the presidents of the seven universities, or their designees. The Advisory Council should foster a culture of cooperation and coordination to ensure satisfactory services are delivered at least cost. Service Level Agreements should be developed between SWS and each university for the shared services provided and should include appropriate, quantifiable performance measures. Annual reviews of shared services against the performance measures should be conducted by the Advisory Council, with consideration given to the university customer survey. -- Arena III Report, Recommendation 3. 1. and 3. 2. D, E and F.

Detail

SWS contains the following operational units: Information Technology; Finance and Accounting; Facilities, Risk Management, Safety and Environmental Management; Strategic Procurement; Human Resources; and the Shared Processing Center.

During the public hearings, the Task Force heard a number of concerns surrounding the implementation of joint computer software (PeopleSoft) and the initial responsiveness of the Shared Processing Center, as well as the general size and purpose of SWS. However, the Task Force also heard other individuals, particularly on the smaller campuses, express gratitude for the services performed and the expertise they could not otherwise afford on their own.

The Task Force determined that Maine is too small to fragment services where natural economies of scale exist and noted that many of the problems occurred as a result of various campuses refusing to adopt common procedures. The Task Force stated the following, “We therefore believe that our best course is not to break up the SWS, or to throw away the gains we have made in the last year, but to institutionalize the reforms that will build on this work and point SWS in the direction of further economies of scale and service responsive improvements.”
**Implement the ERP Competency Center**

**Executive Sponsor**
Rebecca Wyke  
Vice Chancellor Finance & Admin

**Lead**
Ralph Caruso, UMS  
Chief Information Officer

**Responsible Parties**
CIO

**Priority**
High

**Investment**
$259k FY10; $325k FY11

**Savings**
N/A

**Timeframe**
SEP-09 to JUL-10

---

**Milestones**

**SEP-09**
- Begin Phase-in of Positions  
  - Monitor transition of resources for this purpose

**JAN-10**
- Retire Mainframe  
  - Free up resources for reallocation  
  - Continue phase-in of remaining positions for FY10

**JUL-10**
- Complete Implementation of ERP CC  
  - Hire remaining positions  
  - Evaluate progress on IT priorities
Implement the ERP Competency Center

Recommendation

Invest in an Enterprise Resource Planning Competency Center consistent with the recommendations of the 2008 Oracle Insights report. -- Arena 1 Report, Recommendation B-3.

Detail

The CFOs unanimously endorsed an ongoing investment in an Enterprise Resource Planning Competency Center to support our PeopleSoft investment and ensure implementation and maintenance of critical applications across the System. The ERP CC builds on the 2008 Oracle Insights report which identified understaffing in key areas. Seventy-five percent of the funding needed to create the ERP CC was identified through an internal reallocation of funds within System-wide Services. The remaining cost has already been built into the campus FY10 budgets as approved by the Board of Trustees in May of 2009.

Creation of the ERP CC requires reallocation of resources to phase-in an additional 9 positions in FY10 and an additional 5 positions in FY11, including: MaineStreet Support functional business analysts (SMEs) for Financial Aid, Cross Campus Solutions, Human Resources and AP/PO, application support staff, systems administration/DBA; Alumni Development (Advance) application support and systems administration/DBA; Course Management System systems administration/application support; and Document Imaging/E-mail/Share Point technical support/system administration.
Implement the Hybrid IT Consolidation Model

Executive Sponsor
Rebecca Wyke
Vice Chancellor Finance & Admin

Lead
Ralph Caruso, UMS
Chief Information Officer

Responsible Parties
CIO, Campus IT Directors

Priority
High

Investment
N/A

Savings
FY10 $0.9m
FY11 $1.1m
FY12 $1.1m
FY13 $1.1m

Timeframe
SEP-09 to JUL-11

Milestones

SEP-09
- Migrate Students to Google Mail - All Campuses
- Establish the IT Advisory Group of Academic and Administrative Stakeholders

JAN-10
- Formalize IT Directors Group
  - Adopt charter/guidelines
  - Establish dotted-line responsibility to System CIO
- Migrate off the Legacy System
  - Implement archiving project
  - Savings: $788,296 annually beginning in late FY10
- Replace MS Office with Open Office Application
  - Evaluate extent of opportunity for migration, present proposal to CFOs
  - Savings: $100,000 annually beginning in FY11

MAR-10
- Implement Desktop/Laptop Procurement
  - Develop common models for purchase
  - Develop preferred vendor list
  - Initiate joint procurement
  - Savings: $75,000 to $150,000 annually beginning in late FY10

JUL-10
- Begin Implementation of Server Consolidation
  - Consolidate servers on each campus
  - Consolidate servers on system-wide basis at the Orono & Portland data centers
  - Savings: $75,000 to $150,000 annually beginning in FY11
- Continue Implementation of E-Mail Consolidation
  - Complete migration of faculty and staff at UMA, UMF & UMM to Google mail
  - Evaluate migration of UMS, UMFK, UMPI & USM for Sep 2010
    (Note: UM plans to remain on First Class)
  - Savings: $70,000 annually beginning in FY11

JUL-11
- Migrate to Common Soft/Courseware Licenses
  - Migrate to single system-wide licenses
  - Savings: $40,000 annually beginning in FY12
Implement the Hybrid IT Consolidation Model

Recommendation

The Hybrid IT Consolidation model should be adopted creating dotted lines between campus IT directors and the System CIO; however, the System should continue to explore opportunities for further consolidation as technology evolves. — Arena I Report, Recommendation B. 1.

Detail

The Hybrid IT Model continues current reporting lines but adds a dotted line responsibility from campus IT directors to the system CIO and focuses attention on key areas for cooperation and consolidation. The campus IT directors and the CFOs endorsed the Hybrid IT Model with savings of $300,000 to $400,000, however, they remain open to further consolidation as technology changes warrant. The opportunities for savings from the Hybrid IT Model are outlined as follows:

Desktop/Laptop Procurement. A System-wide inventory of the total number of desktops/laptops on each campus was taken. The models procured were found to be substantially similar. Campus IT directors agreed to work to provide more common models and buy in aggregate from a limited number of vendors. It is anticipated that annual acquisition costs can be reduced between $75,000 - $150,000 starting late in FY10.

Server Consolidation. Overlap was found in the servers and storage systems procured by the system office and the campuses. An inventory was compiled and all campuses are working towards consolidating their servers on a campus basis. There is also agreement to achieve an additional consolidation on a system-wide basis by further consolidating services at one of the two system data centers (Orono and Portland) pending necessary upgrades to these centers. Additionally, operational costs can be lowered as we move to technology with less demand for power. Savings will be in the range of $75,000 - $150,000 starting in FY11.

E-Mail Consolidation. Additional savings can be found in outsourcing e-Mail for students to Google and plans are underway to implement this change. A recommendation to move faculty and staff to a similar model is also being explored. Savings are anticipated to be $70,000 starting in FY11.

Replace MS Office with Google’s Office Applications or Open Office. This recommendation in general is being explored and a detailed project plan and business case are being prepared. A number of academic units currently use MS Office in their programs, so determining the extent of the possible conversion is difficult. Savings are in the range of $100,000, or less, depending on level of adoption, beginning in FY11.

Common Software and Courseware Licenses. A System-wide inventory was conducted and agreement was reached to move towards a single System-wide license for these items as current contracts expire. For example, the University of Maine has agreed to use Blackboard and terminate their WEB CT (Course Management Systems) in the fall of 2011. A savings of $40,000 will accrue to UMaine beginning in FY12.
Implement Additional SPC Data Entry Functions:
Immunizations, Native American Waivers and Stafford Exit Interviews

Milestones

**MAY-09**
- Stafford Exit Interviews - Planning
  - Meet with Financial Aid Directors

**AUG-09**
- Stafford Exit Interviews – Pilot
  - UMA and USM pilot campuses
- Native American Waivers – Implement at All Campuses
  - Scanned, QA’s and indexed all historical documents

**NOV-09**
- Immunization Records – Begin Implementation
  - UM, UMA, UMFK and UMM

**JAN-10**
- Stafford Exit Interviews - Plan for Remaining Implementation
  - UM, UMF, UMFK, UMM and UMPI

**MAR-10**
- Immunization Records - Plan for Remaining Implementation
  - UMF, UMPI and USM

**SEP-10**
- Stafford Exit Interviews – Implement Remaining Campuses
  - UMF, UMFK, UMM and UMPI
- Immunization Records – Implement Remaining Campuses
  - UMF, UMPI and USM

**Executive Sponsor and Lead**
Rosa Redonnett
Executive Director of Student Affairs

**Responsible Parties**
SPC

**Priority**
Medium

**Investment**
$30k

**Savings**
N/A

**Timeframe**
MAY-09 to SEP-10
Implement Additional SPC Data Entry Functions: Immunizations, Native American Waivers and Stafford Exit Interviews

**Recommendation**

Proceed with implementation of immunization date entry, Native American waiver data entry and Stafford exit interviews at the Shared Processing Center as these can be accomplished within available resources. - *Arena I Report, Recommendation G. 2.*

**Detail**

The Shared Processing Center (SPC) was developed to foster efficiencies by providing centralized processing of “back office” functions. Opportunities to expand the range of services provided by the SPC require that the function to be centralized, lends itself to consistent policy and practice, and all end users are in agreement on the processing requirements.

Current capacity at the SPC is limited by what can fit within the “off cycle” of admissions processing. There are three opportunities for new SPC data entry work: immunization records, Native American waivers, and Stafford exit interviews. Adding additional capacity to the SPC is possible, but requires eliminating equal or greater staffing capacity at the campus level in order to present a valid business case for centralizing further functions.
Implement Strategic Sourcing for Procurement

Milestones

JUL-09
- Develop Sourcing Strategy
  - Establish methodology; designate and train resources; obtain broader commodity outreach; focus on key relationships and continuous efforts

SEP-09
- Enablement Strategy Implemented
  - Source and establish best price contracts for system-wide goods and services
  - Establish system-wide access to contracted items/pricing

JAN-10
- Begin to Demonstrate Savings
  - FY10 Savings $300k due to implementation schedule
  - Annual Savings: $600k beginning in FY11

Executive Sponsor
  Rebecca Wyke
  Vice Chancellor Finance & Admin

Lead
  Kevin Carr, UMS
  Director of Strategic Procurement

Responsible Parties
  CFOs

Priority
  High

Investment
  N/A

Savings
  FY10 $300k
  FY11 $600k
  FY12 $600k
  FY13 $600k

Timeframe
  JUL-09 to JAN-10
Implement Strategic Sourcing for Procurement

Recommendation

Implement the business practice refinements related to strategic sourcing consistent with the recommendations suggested in the Huron report. -- Arena I Report, Recommendation E. 1.

Detail

The procurement workgroup began work last fall under a Davis Educational Foundation grant and with the assistance of Huron Consulting Group to explore opportunities for savings through the implementation of strategic procurement strategies. The Huron Report (see APPENDIX E of the Arena I report) demonstrated significant opportunities for savings through business practice refinements in procurement.

The spend analysis performed by Huron suggests that significant opportunity for savings exists through pursuing strategic sourcing alone, as much as $600,000 annually.
## Implement Automation of Procurement & A/P

### Milestones

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>SEP-09</td>
<td>CFO Approval to proceed with eProcurement System (SciQuest)</td>
<td></td>
</tr>
<tr>
<td>NOV-09</td>
<td>Begin Pre-Implementation Planning</td>
<td>Establish governance model, project plan, project team &amp; project management tools</td>
</tr>
<tr>
<td>DEC-09</td>
<td>Organizational Planning</td>
<td>Identify and plan for staff realignment; finalize and structure plan</td>
</tr>
<tr>
<td>JAN-10</td>
<td>BOT Approval to Proceed with eProcurement System</td>
<td></td>
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<tr>
<td></td>
<td>eProcurement Implementation Begins</td>
<td>Solution design and supplier strategy developed; design validation</td>
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<td></td>
<td>eProcurement Design/Build/Test Complete</td>
<td>Design/build/test stage complete; user acceptance testing complete</td>
</tr>
<tr>
<td>JUL-10</td>
<td>eProcurement End-User Development Begins</td>
<td>Project go-live; staged end-user roll out</td>
</tr>
<tr>
<td>AUG-10</td>
<td>eProcurement Implementation Complete</td>
<td>Post-production support in place</td>
</tr>
<tr>
<td>DEC-10</td>
<td>Plan in Place to Complete Staff Re-alignment by Fiscal Year End</td>
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</table>

### Executive Sponsor
- **Rebecca Wyke**
  - Vice Chancellor Finance & Admin

### Leads
- **Janet Waldron, UM**
  - Vice President Administration & Finance
- **Kevin Carr, UMS**
  - Director of Strategic Procurement

### Responsible Parties
- CFOs, CIO

### Priority
- High

### Investment
- $1.3m

### Savings
- **FY10** N/A
- **FY11** $95k
- **FY12** $145k
- **FY13** $239k
- **FY14** $347k
- **FY15** $434k

### Timeframe
- SEP-09 to DEC-10
Implement Automation of Procurement and Accounts Payable

Recommendation

Investigate options for new technology that will enhance opportunities for savings through automation of procurement and accounts payable. Develop a funding and implementation plan, including any necessary realignment of staff. -- Arena I Report, Recommendation E. 2.

Detail

The procurement workgroup worked under a Davis Educational Foundation grant and with the assistance of Huron Consulting Group to explore opportunities for savings through the implementation of strategic procurement strategies. The Huron report demonstrated significant opportunities for savings through business practice refinements in procurement and accounts payable and also recommended the addition of new technology and a consolidated procurement organizational model to ensure implementation and optimize utilization of resources.

The Huron report suggests that opportunity exists for savings by pursuing internal compliance, external compliance, prompt pay discounts and p-card settlement rebates and requires some initial investments in technology and changes in organizational structure to yield the full opportunity for savings. A positive return on investment is possible if the Enterprise Procurement Model is fully implemented.

UM also put forward a hybrid option that would split the functions for procurement and accounts payable between the System Office and UM, with UM being responsible for transactional work on accounts payable and specialty purchasing for other campuses.

The CFOs are eager to explore the enhanced opportunities for savings through the application of new technology but wish to fully investigate the return on investment prior to recommending implementation. They also recommend that changes in organizational structure follow further investigation into the application and impact of automation.
Review Current Tuition Waivers

Executive Sponsor
Rebecca Wyke
Vice Chancellor Finance & Admin

Lead
Rosa Redonnett, UMS
Executive Director of Student Affairs

Responsible Parties
BOT

Priority
High

Investment
N/A

Savings
FY10 N/A
FY11 $860k
FY12 $860k
FY13 $860k

Timeframe
NOV-09 to SEP-10

Milestones

NOV-09
➢ Present to BOT
  – Discuss tuition waiver changes with the BOT at November meeting
  – Amend APLs

JAN -10
➢ Submit legislation
  – Develop legislation for changes to Veteran’s Dependent Waiver

➢ Advise affected students
  – Advise student of FAFSA requirement and other changes
  – Implement new policy for 2010-2011 academic year

SEP-10
➢ New tuition waiver policy in effect for 2010 Fall semester
Review Current Tuition Waivers and Interaction with Financial Aid

Recommendation

The Board of Trustees should engage in a review of the current waivers and re-evaluate the original intent against current outcomes. Many of the waivers can be tightened through needs testing by requiring the completion of a FAFSA, which also ensures UMS becomes the payer of last resort. -- Arena I Report, Recommendation C. 2.

Detail

As part of the Arena I work, the CFOs engaged in a review of the current tuition waivers and identified potential annual savings totaling $860,000 beginning in FY11 to be achieved through the implementation of needs testing, required changes are as follows:

Native American Waiver
In order to ensure that students take full advantage of all resources available, prior to being awarded the NA waiver, all students for both the waiver and the scholarship should be required to fill out the FAFSA. Summer room and board scholarships should only be awarded for those students whose academic program requires summer attendance and enrollment. These changes would result in estimated savings of $500,000 per year beginning in FY11.

Senior Citizen Waiver
The intent behind this waiver should be revisited to determine if the reasons for its continuation remain valid. Consideration should be given to discontinuing this waiver and encouraging individuals to apply for financial aid to determine eligibility. Savings from discontinuing this waiver is approximately $160,000 per year beginning in FY11.

USS Maine Commemorative Tuition Waiver
As a part of the expectation of students prior to being awarded the USS Maine waiver, all students for the waiver should be required to fill out the FAFSA. Savings cannot be determined at this time.

High School Aspirations Incentive Waiver
The intent behind this waiver should be revisited to determine if the reasons for its continuation remain valid or if the purposes should be altered to reflect the current outcomes. It is the belief of the CFOs that, while serving a valuable purpose, the waiver is primarily used by students who will continue on to higher education regardless. Each campus should have the ability to limit the availability of these waivers to a threshold number. Savings would be dependent on the campus decision regarding threshold.

Veteran’s Dependent Waiver
The veteran’s dependent waiver is found in State law and cannot be amended by the Board of Trustees. The CFOs believe the statute should be amended to ensure that advantage is taken of other available funds thus ensuring that the UMS is the payer of last resort. Example: “…qualifies for a waiver from the tuition and fees that remain after the application of all payments from the federal Department of Veterans Affairs.” Savings is estimated to be $200,000 per year. Beginning in FY11.
Contain the Cost of Compensation & Benefits

**Executive Sponsor**
Rebecca Wyke
Vice Chancellor Finance & Admin

**Lead**
Tracy Bigney, UMS
Chief Human Resources and OD Officer

**Responsible Parties**
HR, CFOs

**Priority**
High

**Investment**
N/A

**Savings**
FY10  $6.5m
FY11  $14.2m
FY12  $14.4m
FY13  $13.8m

**Timeframe**
MAR-09 to DEC-09

**Milestones**

**MAR-09**
- Begin Work force Management Initiative
  - Review work force and options for reduced staffing equal to 200 FTE
  - Begin collective bargaining for FY10/FY11 contract

**JUL-09**
- Evaluate Progress
  - Number of bargaining unit contracts settled
  - Identify budget savings for FY11

**SEP-09**
- Evaluate Progress
  - Number of bargaining unit contracts settled
  - Identify budget savings for FY11

**DEC-09**
- Evaluate Progress
  - Implement bargaining unit contracts
  - Impasse resolution or ongoing negotiations for remaining units
  - Identify budget impact for FY11
- Begin Final Implementation to Achieve Savings (if needed)
  - Implement position reductions if needed to control costs within applicable units
  - Identify budget impact for FY11
Contain the Cost of Compensation and Benefits

Recommendation

Contain the cost of compensation and benefits at current levels over the next two year period or reduce staffing by 200 FTEs, or some combination thereof, to control the growth of the largest cost component of the budget. -- Arena I Report, Recommendation F. 5.

Detail

For the FY10 E&G Budget, compensation and benefits account for 74% of all expenses. Simply put, there is no way to bring spending in line with available resources without impacting this line of the budget. For FY09, the average salary of a UMS employee equaled $50,220 and the benefit rate was 47.8%, or $24,005, for a total average cost of $74,225. This represents a 6.6% increase over the average cost of compensation and benefits in FY08.*

Assuming UMS was able to contain the compensation and benefit package costs at the current level for the next two years, we would yield an ongoing savings by end of year two of nearly $14 million. Alternatively, if this savings had to come entirely from reductions in the work force it would require the elimination of almost 200 full time positions.

*In July, AFUM questioned the figures contained on page 18 of the Arena I report. A review revealed that the numbers were in error. The error has been acknowledged to AFUM and the correct information appears in this implementation plan.
Implement Centers of Expertise Model for HR & Other HR Initiatives

**Milestones**

**SEP-09**
- Begin Planning/Implementation of Short-Term Initiatives
  - Accelerate implementation of payroll streamlining
  - Adopt Centers of Expertise Model for HR and EEO
  - Implement incentives for wellness
  - Incorporate document imaging for employee benefits administration

**FEB-10**
- Implement Payroll Streamlining
  - Achieve 90% direct deposit participation for non-student employees

**MAR-10**
- Implement Pilot for Centers of Expertise (COE)
  - Implement benefits administration pilot
  - Implement wellness pilot

**APR-10**
- Implement Incentives for Wellness
- Recommendation to CFO’s regarding consolidation of two bi-weekly payroll cycles

**DEC-10**
- Implement Document Imaging for Employee Benefits

**JAN-11**
- Begin Planning/Implementation of Long-Term Initiatives
  - Implementation of HR employee and manager self-service tools
  - Negotiate Incentives for Quality Care for FY12/FY13
  - Implementation of portal and case management tools for HR

**JAN 12**
- Implement HR Employee and Manager Self Service Tools
  - Technology implemented

**JULY 13**
- Implement portal and case management tools for HR

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**Executive Sponsor**
Rebecca Wyke
Vice Chancellor Finance & Admin

**Lead**
Tracy Bigney, UMS
Chief Human Resources & OD Officer

**Responsible Parties**
HR, CIO, HR Directors

**Priority**
Medium/Low

**Investment**

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<thead>
<tr>
<th>Year</th>
<th>Amount</th>
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<tbody>
<tr>
<td>FY10</td>
<td>$250k</td>
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<tr>
<td>FY11</td>
<td>$340k</td>
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**Savings**

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY10</td>
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<tr>
<td>FY11</td>
<td>$0</td>
</tr>
<tr>
<td>FY12</td>
<td>$0</td>
</tr>
<tr>
<td>FY13</td>
<td>$600k</td>
</tr>
<tr>
<td>FY14</td>
<td>$850k</td>
</tr>
</tbody>
</table>

**Timeframe**
SEP-09 to JUL-13
Implement Centers of Expertise Model for HR & Other HR Initiatives

Recommendation

Implement increased employee and manager self-service and document imaging to improve efficiency of HR delivery. Adopt a Center of Expertise (COE) model for the organization of HR and EEO services to leverage campus expertise across the system starting with a pilot project for benefits administration and wellness. Accelerate implementation of payroll streamlining to increase use of direct deposit and electronic advice, decrease special checks and off cycle payroll runs, and determine the feasibility and return on investment of reducing the number of payroll cycles. Implement incentives for wellness, disease management and use of quality care to reduce the cost trend increase in the group health plan for employees and retirees.  -- Arena I Report, Recommendation F. 1 - 4

Detail

The HR workgroup developed a consensus service delivery model for sharing expertise and resources across the system called Centers of Expertise. The Centers of Expertise (COE) would overlay the current System/university organization. Campus and system HR/EO staff would serve in the COE’s as either team members or contributors. There would be COE’s for each of the following areas: Total Compensation, Employment Services and Equity, Labor Relations, Organizational Effectiveness, and Human Resources Information and Reporting Systems. A COE may be led by a campus or the system office. Employees in a COE may be co-located or geographically dispersed. Campus HR staff with special expertise in a specific area will have a system-wide role in that function through the COE. The HR workgroup proposed to pilot the model with an initial effort in benefits administration and wellness under the Total Compensation COE.

The work group also focused on key technological investments and other actions that would generate efficiencies. These include: increased employee/manager self-service; increased usage of direct deposit, electronic advice and other actions that reduce the need for printed documents and paper handling; and focused efforts on reducing the cost of the group health plan through incentives for wellness, disease management and use of quality care. Although no initial savings were identified, the opportunity for future cost avoidance in the implementation of these recommendations is significant.
Develop Energy Management Support for our Universities

<table>
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<th>Milestones</th>
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<tbody>
<tr>
<td><strong>NOV-09</strong></td>
</tr>
<tr>
<td>Discuss options with Advisory Council</td>
</tr>
<tr>
<td><strong>DEC-09</strong></td>
</tr>
<tr>
<td>Facility Director Discussions to Identify Essential Energy Management Support Requirements</td>
</tr>
<tr>
<td>– Confirm areas of interest with individual campuses</td>
</tr>
<tr>
<td>– Confirm areas of capabilities with individual campuses</td>
</tr>
<tr>
<td><strong>JAN-10</strong></td>
</tr>
<tr>
<td>Develop Requirements/Capabilities Matrix to Identify Energy Management Support Gaps</td>
</tr>
<tr>
<td><strong>FEB-10</strong></td>
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<tr>
<td>UM Energy Team Conduct Campus Site Visits to Clarify Needs</td>
</tr>
<tr>
<td><strong>APR-10</strong></td>
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<tr>
<td>Finalize Energy Support Matrix and Identify In-house/Contracted Service Providers</td>
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<tr>
<td>Present Recommendations to Advisory Council</td>
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</tbody>
</table>

**Executive Sponsor**
Rebecca Wyke
Vice Chancellor Finance & Admin

**Lead**
Ed Dailide, UMS
Dir, of Facilities Mgt & Planning
Elaine Clark, UM
Executive Director for Facilities

**Responsible Parties**
CFOs, UM

**Priority**
Medium

**Investment**
N/A

**Savings**
TBD

**Timeframe**
NOV-09 to APR-10
Develop Energy Management Support for our Universities

Recommendation

Explore options for providing energy management support to campuses. While additional costs may be incurred, the opportunity for additional savings is significant. -- Arena I Report, Recommendation D. 3.

Detail

The facilities directors work group under Arena I strongly recommended investing in a System-wide resource for energy management. Of our seven universities, only UM currently has resources dedicated to energy management. It was estimated the cost of a position to serve this function on a System-wide basis would be $100,000 and that it would ultimately pay for itself through savings generated. UM offered an alternative pilot project where they would share, at no cost, their campus energy management resources with the other campuses. Campuses could also have access to UM’s consultant, at cost, through the current UM contract or through a System-wide contract to be developed.

In early November, the Shared Services Advisory Council agreed to pursue the UM offer to share their energy management resources and expertise.
Replace Outdated Facilities Information Management System

Executive Sponsor
Rebecca Wyke
Vice Chancellor Finance & Admin

Lead
Ed Dailide, UMS
Director of Facilities Mgt & Planning

Responsible Parties
CIO, Facilities Directors

Priority
Low

Investment
$750k - $1m

Savings
N/A

Timeframe
SEP-09 to DEC-11

Milestones

SEP-09
➢ Update Policies & Practices Governing Facilities Management
   – Start updating outdated policies and practices in preparation for replacement of facility information management systems; refine APLs

JAN-10
➢ Explore Options for Facilities Information Management
   – Research software options in preparation for RFP process
   – Develop business case

MAR -10
➢ Business case approval by Shared Services Advisory Council

JUL-10
➢ Obtain BOT Approval to Proceed with Project
➢ Begin RFP Process to Procure Vendor

DEC-10
➢ Select Vendor for New Information Management System
   – Implement contract
   – Develop work plan

DEC-11
➢ Complete Implementation
   – Facilities Information Management System Implemented
Recommendation

Update Policies and Practices that govern the performance of facilities management to avoid future cost. Replace the existing outdated facilities information management system to provide consistent, reliable information to assess performance, ensure accountability, and support data driven decisions. As a first step, plan for near-term replacement of existing maintenance management systems. -- Arena I Report, Recommendation D. 1 and 2.

Detail

Effective facilities management is dependent on consistent policies and practices, as well as reliable information to assess performance and ensure accountability. Facilities management policies and practices are outdated and facilities management leadership has historically not been able to effectively compete for IT resources. This has resulted in outdated procedures and technology that limits the usefulness of information to support management decisions. An investment in facility information management is required to ensure and maintain data integrity, and provide consistent management information to support campus operations and accountability needs.
Implement One-Stop Student Service at Each Campus

Executive Sponsor
Rosa Redonnett
Executive Director of Student Affairs

Responsible Parties
Presidents, CFOs, CSAOs

Priority
Medium

Investment
N/A

Savings
N/A

Timeframe
SEP-09 to AUG-11

Milestones

SEP-09
➢ Reintroduce One-Stop Service Concept to Campuses
  – Include the implementation of these One-Stop Service Centers within the recommendations of the NCND work

DEC-09
➢ Reconvene Campus Leads for One-Stop Service Centers
  – Review progress to date, impediments, begin planning for implementation
  – Review all materials provided from the one-stop consultant from earlier stage of work (Davis Foundation grant) and identify additional resources if needed

MAR-10
  Review progress
  – Identify remaining impediments and solutions
  – Identify timeline for implementation on each campus
  – Work with groups associated with action items: portal; self service practices

AUG-10
➢ Phased implementation
  – Implement one stop service for those campuses at this stage

JAN-11
➢ Review progress
  – Identify any remaining impediments and solutions to these
  – Review progress at already implemented campuses
  – Incorporate self service enhancements and on line service to one-stop center delivery
  – Incorporate one-stop service considerations into development of portal

AUG-11
➢ Complete implementation

This action item is impacted by the resolution to the following action items: portal; self service practices.
Implement One-Stop Student Service at Each Campus

Recommendation

Re-examine the current state of one-stop service at each campus to determine the most appropriate delivery of in-person front line services in the integrated world of MaineStreet. -- Arena I Report, Recommendation G-4.

Detail

Based on the work of THESIS, the formation of campus based one-stop service locations was recommended strongly and was supported by the campuses. However, this development stalled in recent years. Theoretically, the key component of such one-stop operations is a cross-functionally trained staff that can more effectively and efficiently manage the delivery of service across the entire academic year, and can potentially result in cost savings (or, again, cost avoidance) as the knowledge base of the staff matures.

Combined with virtual self-service delivery of student services, the one-stop service locations can improve the productivity of existing staff and/or allow for staffing reductions to be absorbed without an undue adverse impact on our students.
## Implement a Common Set of Self-Service Practices & Payment Policies

### Executive Sponsor
- Rebecca Wyke  
  Vice Chancellor Finance & Admin

### Responsible Parties
- EDSA, CFOs, CAOs

### Priority
- Medium

### Investment
- N/A

### Savings
- N/A

### Timeframe
- JAN-10 to DEC-10

### Milestones

**JAN-10**
- Identify self-service practice and policy issues
  - Appoint working group comprised of CAOs, CSAOs and appropriate functional leads
  - Charge and empower group to develop recommendations for change; ensure commitment of senior management to support this work
  - Review THESIS work and determine unresolved issues

**Feb-10**
- Make Preliminary Recommendations
  - Work with relevant decision makers to resolve issues and adjust policy/process
  - Work with IT staff in the development of any technology-based solution
  - Identify resource constraints/needs for any solutions related to IT

**May-10**
- Finalize recommendations
  - Approve recommendations and implement

**Dec-10**
- Implement recommendations

This action item is impacted by the resolutions to the other following action items: Common Calendar; Portal; One Stop Service.
Implement a Common Set of Self-Service Practices & Payment Policies

Recommendation

Explore and implement a common set of self-service practices, payment policies, due dates and procedures. -- Arena II, UC Report, Recommendation 2.

Detail

The issues associated with multiple processes for all services related to self-service consistencies, payment policies, due dates and other associated procedures are long-standing and have been identified by the earlier THESIS work and reiterated within the Review of Distance Learning and the University College Centers. It was also identified within the Student Services report within Arena 1 as an area that must be revisited and final decisions made. Any student who takes a course from more than one institution, and even students who expect on line access to services, experience difficulty in translating our multiple processes, procedures, registration, add/drop and withdrawal dates, payment policies (and associated due dates), etc. Further, enabling these students to view all courses and their costs, view/receive one bill for all registrations and have easy access to course equivalency information is an important component of this work.

Much work has already been done in identifying the issues presented within this context. The next critical step is to implement common approaches which can apply minimally across the range of all courses offered at a distance, for any student who enrolls in them. These approaches may encompass both policy resolutions and technical solutions not previously identified.
Develop a Front End Portal & Virtual Self-Service Center for MaineStreet

Executive Sponsor
Rebecca Wyke
Vice Chancellor Finance & Admin

Lead
Ralph Caruso, UMS
Chief Information Officer

Responsible Parties
CIO, EDSA

Priority
High

Investment
$1m, plus ongoing cost

Savings
N/A

Timeframe
OCT-09 to JUN-11

Milestones

OCT-09
- Complete Analysis of Strategic Direction
  - Complete a business case and evaluate options for portal
  - Recommend strategic direction to IT Committee

NOV-09
- Present Strategic Direction to BOT (Informational Item Only)

JAN-10
- BOT Implementation Decision and Identification of Funding

APR-10
- Implementation Provider Selected

JUN-10
- Integrator, System and Campus Teams Formed

DEC-10
- Initial Prototype Complete

MAR-11
- Testing Across Campuses

JUN-11
- Complete Implementation of Phase I Deliverables
Develop a Front End Portal and Virtual Self-Service Center for MaineStreet

Recommendation

Develop a robust front end portal and virtual self-service center to provide an easily accessible and navigable entry point to MaineStreet allowing students to access services at their convenience. -- Arena I Report, Recommendation G. 3.

Detail

It is clear that UMS is significantly behind our competitors in terms of the delivery of streamlined, robust self-service capability for our students. We also know that our students consistently report the need for more “one-stop” student service, delivered both in actual service locations and virtually.

A “virtual” robust self-service is essential for our students, and has the potential of reducing or avoiding cost in the long term. Investment will be needed to move the UMS to an easily navigable, accessible student self-service entry point.

Portals are being developed at institutions across the country as a way to deliver a broad range of student services but also to greatly expand the virtual ability of a student to manage their entire academic career (including their academic portfolio). Numerous “virtual” student services could be combined into a front end portal through which students could receive any number of services. The development of such a portal is an expensive proposition for any individual campus and even for the System but, in the long term, this sort of development is needed if we are to both deliver the kind of service our students expect and remain competitive with other institutions.

Phase I Deliverables:

- Single Installation with campus branding and content
- Single sign-on access to Blackboard, PeopleSoft, Google Apps, etc.
- Direct “jumps” into specific PS areas, i.e. Student Center, Faculty Center
- Unified help application for individual campus content
- Campus specific and UMS searchable directory
- Document repository
- Class schedules for students
- Class rosters with optional pictures for faculty
- User customizable front page (weather, news feed, calendars, social network components)
- Campus event calendar