

University of Maine System  
Board of Trustees Meeting

Zoom Meeting  
December 16, 2021

**Ad Hoc Committee on Strategic Planning Meeting**

**Present:**       **Committee Members:** James Erwin, Chair; Mark Gardner, James Donnelly, Emily Cain, Lisa Eames and Roger Katz. **Chancellor:** Dannel Malloy. **Staff:** James Thelen, Robert Placido, Ryan Low and Ellen Doughty.

**Absent:**       Trish Riley

Trustee Erwin, Chair, welcomed everyone and called the meeting to order. The Clerk performed a roll call of the Committee members present.

**Executive Session**

On a motion by Trustee Katz, which was seconded by Trustee Eames, and approved by a roll call vote of all Trustees present, the Ad Hoc Committee on Strategic Planning agreed to go into Executive Session under the provisions of:

- 1 MRSA Section 405 6-E to consult with its attorney concerning legal rights and duties of the university.
- 1 MRSA Section 405 6-C to discuss the condition, acquisition or disposition of real property or economic development if premature disclosure of the information would prejudice the competitive or bargaining position of the UMS.

On a motion by Trustee Donnelly, which was seconded by Trustee Cain, and approved by a roll call vote of all Trustees present, the Ad Hoc Committee on Strategic Planning concluded the Executive Session.

Following the Executive Session, Trustee Erwin, Chair, reconvened the public meeting and discussed the following items:

**Strategic Planning Process Update**

**Update on the Process**

Vice Chancellor for Strategic Initiatives and Chief Legal Officer James Thelen provided an update of the process. In September there was a strategic procurement process for a Request for Proposal (RFP) for planning vendors. An Evaluation Team was established to review the proposal and make the final recommendation. The team members are: Trustee Riley, Vice Chancellor Thelen, Vice Chancellor and UM President Joan Ferrini-Mundy, Vice Chancellor Robert Placido, UMS Director of Organizational Effectiveness Kim Jenkins, USM Provost and Executive Vice President for Academic and Student Affairs Jeannine Uzzi, UMPI Assistant Professor of Business Stacey Emery with the UMS Senior Strategic Sourcing Manager Robin Cyr staffing the team.

In November the core Evaluation Team selected four of the nine proposals for interviews. One vendor was selected for a second interview and reference checks have been completed for that vendor. The Evaluation Team is prepared to make an award this week. There will be an appeal period before UMS can confirm the contract and announce the finalist. It is hopeful that the selected vendor can join the January meeting of the Ad Hoc Committee on Strategic Planning.

### Areas of Focus Topics – Enrollment

Trustee Erwin explained that some of the most important things the Board can provide in this process is guardrails built on facts. This environmental data should be based on reality and include information on national higher education trends, competition, enrollment declines, legislative appropriation, and revenues. The Strategic Plan will need to reflect these realities in order for the Board to approve the Plan. He suggested that the Ad Hoc Committee explore and discuss several “Areas of Focus” topics over the next few meetings.

The Area of Focus topic for this meeting is enrollment. Trustee Erwin explained a summary of the 10 year System level enrollment data was included in the meeting materials. A campus by campus summary is also available. The enrollment trajectory for the System has declined and will likely continue to decline. Trustee Erwin posed environmental concerns for consideration:

- Does the strategic plan look at the fact that UMS is down 9% in full-time equivalents (FTEs) from 2012 to 2021 and in-state enrollment is down at a large percentage?
- What impact does this enrollment decline have on program offerings and allocation of resources based on a 5-year projection of this continued decline?
- Does the strategic plan include strategies for leveling that decline? Are the strategies realistic? Where does UMS find the students to change that trajectory?
- Are adult learners part of the solution?

Committee members agreed that the strategic plan needs to be based on fact-based decision making and planning; however, UMS should look for opportunities for investment to affect change. Elements that Committee members are looking for in the strategic plan include capturing the reality of the data now, to change that data and identifying the cost of that change. The Board often has discussions concerning enrollment data but there should be more engagement with the Board in public discussions on strategies to improve the enrollment numbers. The strategic planning process should look at historical, current and projected high school graduate trends as well as best practices internally and externally from other systems. The consultant should help this Committee understand what is happening with our market share and the reasons behind that shift, as well as peer data.

### Other Areas of Focus for Future Meetings

The Committee discussed other topics for discussion for future meetings, such as:

Infrastructure: key elements from the Gordian data

Student Success: year-over-year retention rates and peer comparisons; quantitative/objective data on advising; experiential learning – how does UMS define experiential learning, number of students enrolled in experiential learning; what is an appropriate target enrollment numbers; graduation and retention data

Revenue data

Personnel cost data

Research & Development data

Additional information about the meeting can be found on the Board of Trustees website:

<https://www.maine.edu/board-of-trustees/meeting-agendas-materials/ad-hoc-committee-on-strategic-planning/>

Adjournment

Ellen N. Doughty, Clerk