

University of Maine System  
Board of Trustees

**Ad Hoc Committee on Strategic Planning**

February 23, 2022  
10:00 am to 11:30 am  
Zoom Meeting – No Physical Location Available

The public is invited to view the meeting on YouTube. The link to the Board of Trustees YouTube page can be found the Board website: <https://www.maine.edu/board-of-trustees/>

**AGENDA**

**Public Meeting** – 10:00 am to 11:00 am

Tab 1 - [Discussion with Huron Consulting Services Team](#)

**Executive Session** – 11:00 am to 11:30 am

The Ad Hoc Committee on Strategic Planning will enter Executive Session under the provisions of: 1 MRSA Section 405 6-A and C.

Action items within the Committee purview are noted in green.

Items for Committee decisions and recommendations are noted in red.

*Note: Times are estimated based upon the anticipated length for presentation or discussion of a particular topic. An item may be brought up earlier or the order of items changed for effective deliberation of matters before the Committee.*

University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** Discussion with Huron Consulting Services Team

**INITIATED BY:** James Erwin, Chair of Ad Hoc Committee on Strategic Planning

**BOARD INFORMATION:** X

**BOARD ACTION:**

**BOARD POLICY:**

**UNIFIED ACCREDITATION CONNECTION:**

n/a

**BACKGROUND:**

Huron Consulting Services Team will join the Ad Hoc Committee on Strategic Planning meeting on February 23<sup>rd</sup> for a discussion on the following items:

- Solicit feedback from the Ad Hoc Committee on preliminary communication strategy
- Review of information resources approach
- Review and analysis of each university's strategic plan

2/18/2022



## Strategic Planning: Communications Plan

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Outlined below is a series of Recommended Communications for the strategic planning process. Needless to say, we invite your review and refinement of these recommendations as we seek to ensure that the System's messaging efforts are focused, clear, and reflective of the communities that will be engaging with these communications. We have highlighted critical communications, the individual(s) proposed to distribute each communication, the timing, and the intended audience for the communications.

We recommend that the Chancellor send regular communications and for these communications to be followed-up by communications from each President. We also suggest that email communications direct stakeholders to the Strategic Planning website for additional information. The fourth page of this document provides guidelines for the Strategic Plan website.

Prior to providing a timeline of proposed communications, it is important to note one of our fundamental views about such efforts – namely, that an effective strategy communication is an ongoing process that should be embedded in formal and informal interactions and should continue beyond the end of the strategic planning process. To that end, we recommend the development and adoption of two distinct sets of “key messages” for UMS leaders to spearhead in communications. The first is a set of Key Messages to be used *throughout the strategic planning process*. The second is a set of Key Messages that the planning process will surface and that will ultimately take the form of something like an “elevator speech” to be used *during the implementation of the strategic plan*.

During the planning process, key messages should be used when discussing the strategic plan in recurring meetings and other key moments where diverse members of the community are convened (e.g., Annual Convocation, Inauguration of new leader). Below, we provide an example list of what these messages might be:

- Strive towards becoming a truly innovative public system
- Be student-centric in opportunity identification, prioritization, and implementation
- Base decisions on facts and the realities of the higher education market
- Be bold and willing to make tough decisions in order to invest in new initiatives and ensure long-term success while also being willing to reduce effort in less productive initiatives
- Enhance each university's strengths while eliminating duplication
- Remain committed to supporting the flourishing of an R1 institution and enhancing its reputation for excellence in education and research
- Distinguish the “system” from the “system office,” both with respect to objectives and responsibilities
- Leverage Unified Accreditation as a tool for achieving systemwide benefits, and adhere to the UA guiding principles
- Respect the UMS culture and support our people in all we do

### **Stakeholder Education “Information Resources”:**

In addition to communications about the strategic planning process itself, there are various points along way in that process where we anticipate sharing data with various stakeholders to promote a common understanding of UMS' demographic, financial and competitive situation. Huron is preparing a summary version of our internal analysis to serve as a information resources. Once vetted by the Strategic Planning Working Group, the President's Council and the Ad Hoc Board Strategic Planning Committee, these resources will be shared with stakeholders to ground conversations about the future in a fact-based fashion.



## Strategic Planning: Communications Plan

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### Goals of the Communications Plan

- Ensure project awareness among system stakeholders
- Promote transparency throughout the strategic planning process
- Maximize participation in the strategic planning process among system stakeholders
- Educate stakeholders on market dynamics
- Maximize the awareness of the completed strategic plan

### Recommended Communications

#### *Strategic Planning Project and Website Launch*

- **Originator:** TBD- Jim Thelen / Kim-Marie Jenkins / Communications
- **Target Timing:** Week of 2/7/22
- **Format:** Email from Chancellor; followed by Presidents' outreach to respective universities
- **Audience:** Intended for broad distribution to Presidents, Presidents' direct reports, Board, legislative agencies across UMS; UMS staff
- **Purpose:** Announce the launch of the strategic planning website and the launch of the strategic planning website to provides an overview of the process and a comment box (which will be open until Fall 2022)

#### *Progress Update I*

- **Originator:** TBD- Jim Thelen / Kim-Marie Jenkins / Communications
- **Distribution Deadline:** May or June 2022
- **Format:** Email from Chancellor; followed by Presidents' outreach to respective universities
- **Audience:** Intended for broad distribution to Presidents, Presidents' direct reports, Board, legislative agencies across UMS; UMS staff
- **Purpose:** Provide a progress update and a preview of next steps for the Strategic Planning Work group; let community know that we received X number of comments and mention a few of the ideas that were contributed

#### *Progress Update II*

- **Originator:** TBD- Jim Thelen / Kim-Marie Jenkins / Communications
- **Distribution Deadline:** September 2022
- **Format:** Email from Chancellor; followed by Presidents' outreach to respective universities
- **Audience:** Intended for broad distribution to Presidents, Presidents' direct reports, Board, legislative agencies across UMS; UMS staff
- **Purpose:** Provide a progress update and a preview of next steps for the Strategic Planning Work group; let community know that we received X number of comments and mention a few of the ideas that were contributed



## Strategic Planning: Communications Plan

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### *Socialization of Strategic Plan*

- **Originator:** TBD- Jim Thelen / Kim-Marie Jenkins / Communications
- **Distribution Deadline:** January or February 2022
- **Format:** Email from Chancellor; followed by Presidents' outreach to respective universities
- **Audience:** Intended for broad distribution to Presidents, Presidents' direct reports, Board, legislative agencies across UMS; UMS staff
- **Purpose:** Provide a progress update and inform stakeholders of upcoming socialization sessions and invite them to provide feedback; reference to a video that is on the strategic plan website

### *Presentation of Strategic Plan*

- **Originator:** TBD- Jim Thelen / Kim-Marie Jenkins / Communications
- **Distribution Deadline:** May 2023
- **Format:** Email from Chancellor; followed by Presidents' outreach to respective universities
- **Audience:** Intended for broad distribution to Presidents, Presidents' direct reports, Board, legislative agencies across UMS; UMS staff
- **Purpose:** Provide a progress update and inform stakeholders that the final strategic plan has been developed and invite them to the presentation(s) of the plan

### *Project Wrap-Up Communication*

- **Originator:** TBD- Jim Thelen / Kim-Marie Jenkins / Communications
- **Distribution Deadline:** Fall 2023
- **Format:** Email from Chancellor; followed by Presidents' outreach to respective universities
- **Audience:** Intended for broad distribution to Presidents, Presidents' direct reports, Board, legislative agencies across UMS; UMS staff
- **Purpose:** Announce the wrap-up of the project and provide a summary of next steps for implementation of the strategic plan



## Strategic Planning: Communications Plan

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### Strategic Planning Website Design Template

Below are some thoughts on the primary navigation/architecture of the strategic planning website. We may decide to solicit ideas from the University community and have outlined a space for idea submissions as well as a submission form template. Included throughout are examples and references from other institutions.

#### Site navigation/architecture

- Home/landing page which includes a welcome message (text or video) from Chancellor
- About – BOT Strategic Planning work group membership; timeline and overview of the process
- Resources – Resource documents for public consumption (e.g., link to the previous strategic plan)
- Ideas – Place for community to submit ideas (see idea submission form below), perhaps use of a word cloud feature
- News / Announcements – Communications and updates from Strategic Planning work group
- Optional: Working groups site (link to a secure SharePoint site that will house the materials of the various sub-committees)
- Implementation Plans (This will also be needed in subsequent phases of work to transition from visioning to execution)

Here are few examples of sites that have thoughtful design and architecture:

- Cal Poly Pomona – [planning process site](#) (see Development and Resources pages)
  - Landing page for the detailed [strategic plan](#)
- University of San Diego - [Envisioning 2024](#)
  - See video message on the Overview and Visionaries pages



# UMS Strategic Planning

Board of Trustees Ad Hoc Strategic Planning  
Committee



FEBRUARY 2022

[huronconsultinggroup.com](http://huronconsultinggroup.com)

# Agenda

Topic	Duration
<b>Topic 1:</b> Solicit feedback from Board Ad Hoc Committee on preliminary communication strategy	20 minutes
<b>Topic 2:</b> Review of Information Resources approach	20 minutes
<b>Topic 3:</b> Review analyses of each University's strategic plan	20 minutes
<b>Executive Session:</b> Continue discussion on Information Resources approach and contents	30 minutes



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**Topic 1:**

Solicit feedback from Board Ad Hoc Committee on preliminary communication strategy

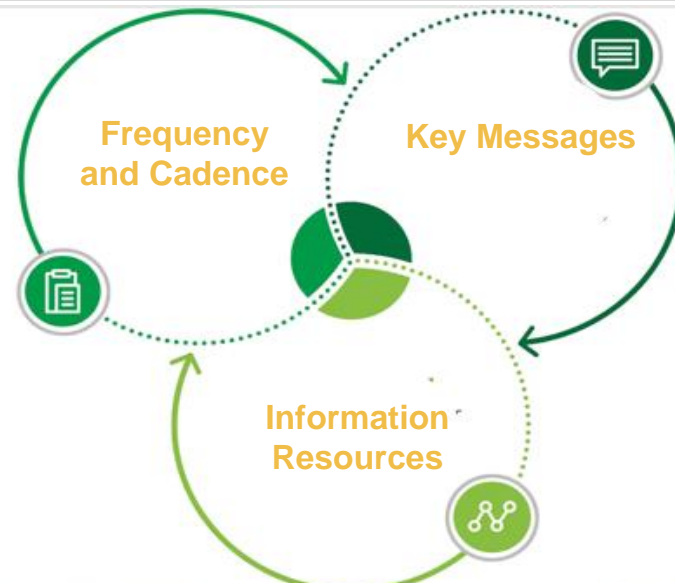


# Communication Strategy

**Overall Philosophy: Effective strategy communication is an ongoing process that should be embedded in formal and informal interactions and should continue beyond the end of the strategic planning process**

## Frequency and Cadence

Regular email communications sent by the Chancellor and followed by communications from each President. Communications will direct stakeholders to the Strategic Planning website for additional information.



## Key Messages

Key Messages will be created for both the *planning process* and *implementation* of the strategic plan. These key messages are intended to be talking points embedded in formal and informal interactions and spearheaded by leaders.

**Information Resources:** Set of analyses shared with stakeholders to ground conversations about the future in a fact-based fashion

## Key Messages for Strategic Planning Process for Discussion

The following messages should be used when discussing the strategic plan in recurring meetings and other key moments where diverse members of the community are convened.

- Strive towards becoming a truly innovative public system
- Be student-centric in opportunity identification, prioritization, and implementation
- Base decisions on facts and the realities of the higher education market
- Be bold and willing to make tough decisions in order to invest in new initiatives and ensure long-term success while also being willing to reduce effort in less productive initiatives
- Enhance each university's strengths while eliminating duplication
- Remain committed to supporting the flourishing of an R1 institution and enhancing its reputation for excellence in education and research
- Distinguish the "system" from the "system office," both with respect to objectives and responsibilities
- Leverage Unified Accreditation as a tool for achieving systemwide benefits, and adhere to the UA guiding principles
- Respect the UMS culture and support our people in all we do

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**Topic 2:**

Review of Information  
Resources approach



## Information Resources: Guidelines for Use

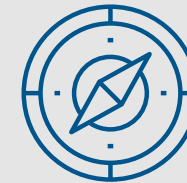
The UMS Fact Book is designed as a tool to establish a baseline of commonly held knowledge about UMS to support the strategic planning process. It will act as a reference document to facilitate discussion and planning activities.



Create a common understanding of UMS' demographic, financial and competitive situation



Engender meaningful collaboration grounded in a market context



Align us on a shared, sustainable vision for UMS

# Information Resources- Current and Future Contents

## Demographic and Enrollment

- US, Northeast and Maine Current and Future Demographic Trends
- Maine high-school graduates pie chart, broken down by future pathway
- UMS Aggregate Enrollment broken down by in-state / out-of-state
- UMS Enrollment by university over time

## Student Success and Academics

- US, Northeast and Maine Completion Rates over time
- Academic Portfolio across the System

## Economic Development

- Maine Occupations for Bachelor's Degree

## Financials and Personnel

- Staff & Employees by university over time

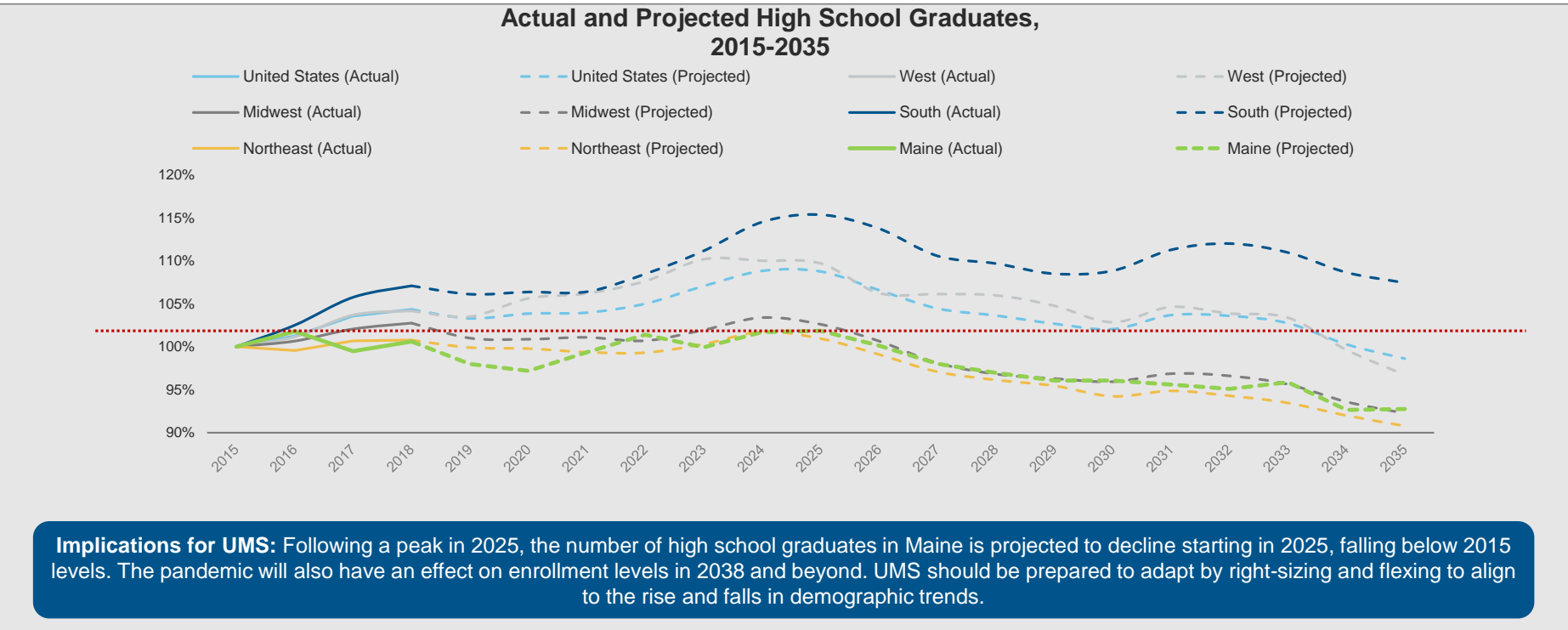
## Future Contents

- Financials, net assets over time
- Financials, aggregate revenue and expenses over time
- Tuition trends over time
- State funding over time
- Research across the system
- Revenue and Expenses Detail by university
- Enrollment and retention by demographic group

**Discussion Question: How should we prioritize these analyses? In what meetings or forums should these data be shared?**

# Anticipated Demographic Trends

Higher education institutions will be challenged by demographic and population trends over the next 10-15 years. The number of traditional students graduating from high school in the United States is expected to peak in 2025 and eventually fall below 2015 levels by 2035 which directly impacts the pool of traditional aged students to recruit and enroll.

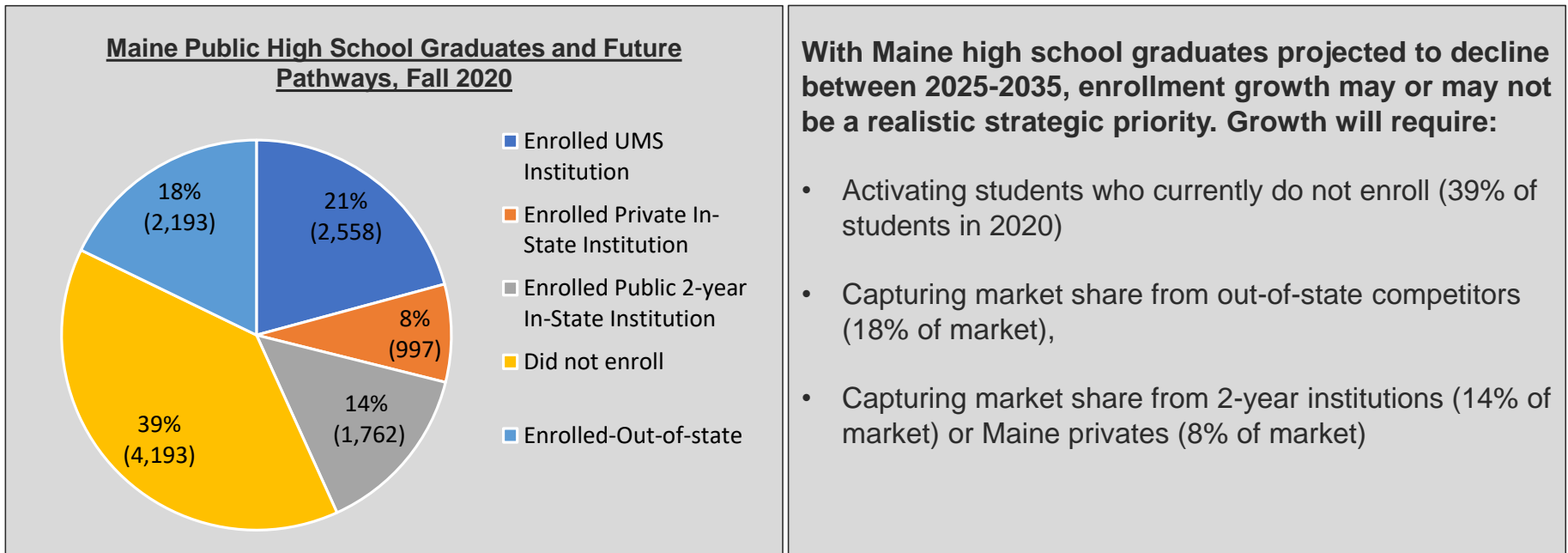


Source: Western Interstate Commission for Higher Education, *Knocking at the College Door* (December 2020)

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# Maine High School Graduates: Future Pathways

In 2020, 12,422 students graduated from a public high school in Maine. 21% of these students enrolled at a UMS university.



**Implications for UMS:** As we set the strategic plan for UMS' future, all stakeholders will be challenged to think creatively as to how the system can flex over the next decade to meet changing supply and demand. The strategic plan will seek to design a sustainable model to support the educational and workforce needs of the state.

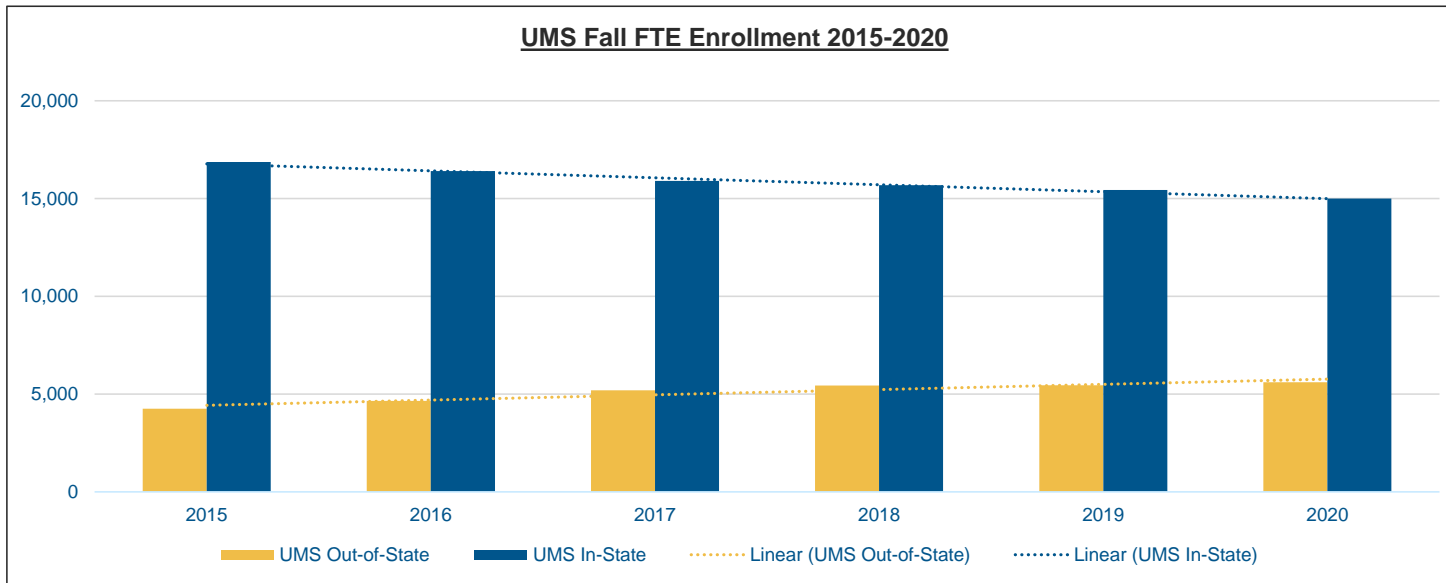
SOURCE: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS), Fall Enrollment component 2020 provisional data. Maine DOE<sup>1</sup> Note: <1% of graduates enrolled in a for-profit institution and are not represented.

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# UMS Enrollment Trends: In-state and Out-of-state

In the last five years, UMS experienced a decline in total Fall Headcount. UMS was able to grow its market share of out-of-state students, however, that growth did not compensate for the loss of in-state students enrolling.



Residency	5-year % Change	5-year Net Change
<b>UMS Out-of-State</b>	31.9%	1,356
<b>UMS In-State</b>	-11.1%	-1,867
<b>UMS Total</b>	-2.4%	-510

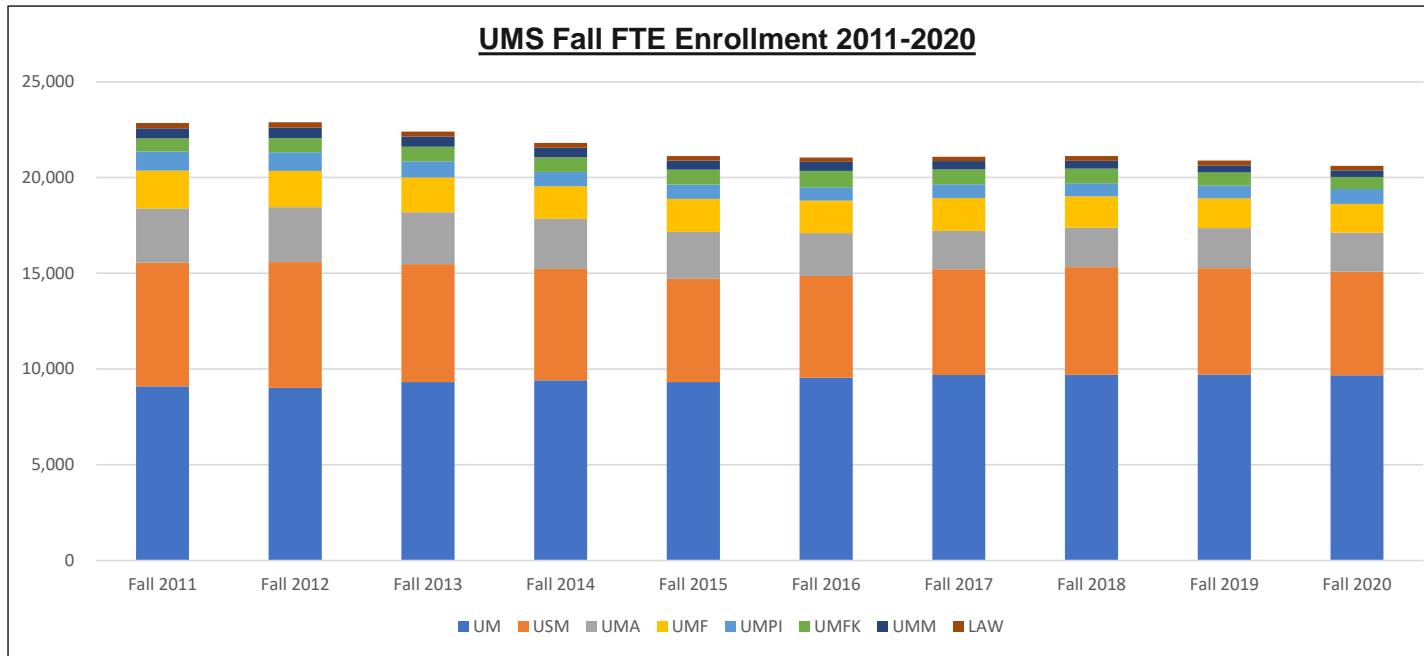
**Implications for UMS:** UMS supplemented its enrollment population with out-of-state residents as the population of high school graduates in Maine declined. To best serve Maine, UMS may consider how to balance these populations.

Source: UMS Institutional Data (Fall Headcount Enrollment)

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# UMS Enrollment by University

In the last decade, all but one UMS university saw a decline in fall enrollment headcount. From Fall 2011-Fall 2020 UMS experienced a near 10% decline in fall enrollment.



University	10 Year % Change
UMS Total	-9.8%
UM	6.4%
UMFK	-6.2%
LAW	-10.3%
USM	-16.3%
UMPI	-22.5%
UMF	-24.7%
UMA	-27.6%
UMM	-36.5%

**Implications for UMS:** UMS continues to experience a decline in fall enrollment like many institutions in the northeast. The strategic plan will seek to emphasize system-wide enrollment stabilization/growth strategies that reflect current demographic realities.

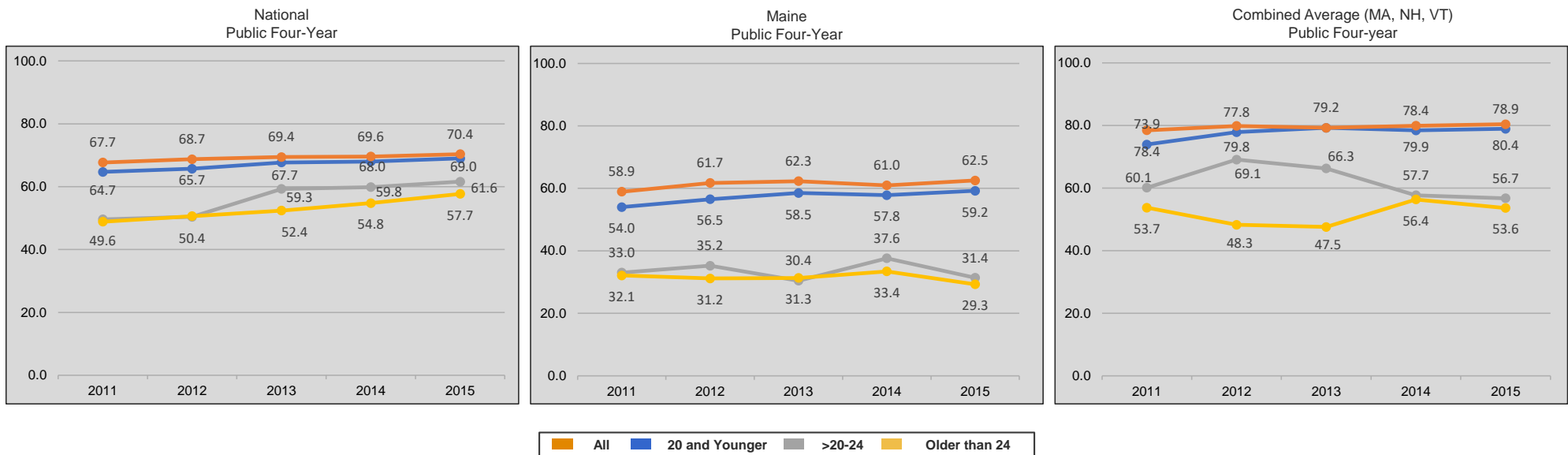
Source: UMS Institutional Data (Fall Headcount Enrollment)

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# Student Success: UMS Outcomes vs. Peers

When compared to the national average for public four-year universities, the UMS System has an opportunity to increase student completion across all age groups.

## State Level Completion Rate Trends by Age, Entering Cohort Year 2011-15



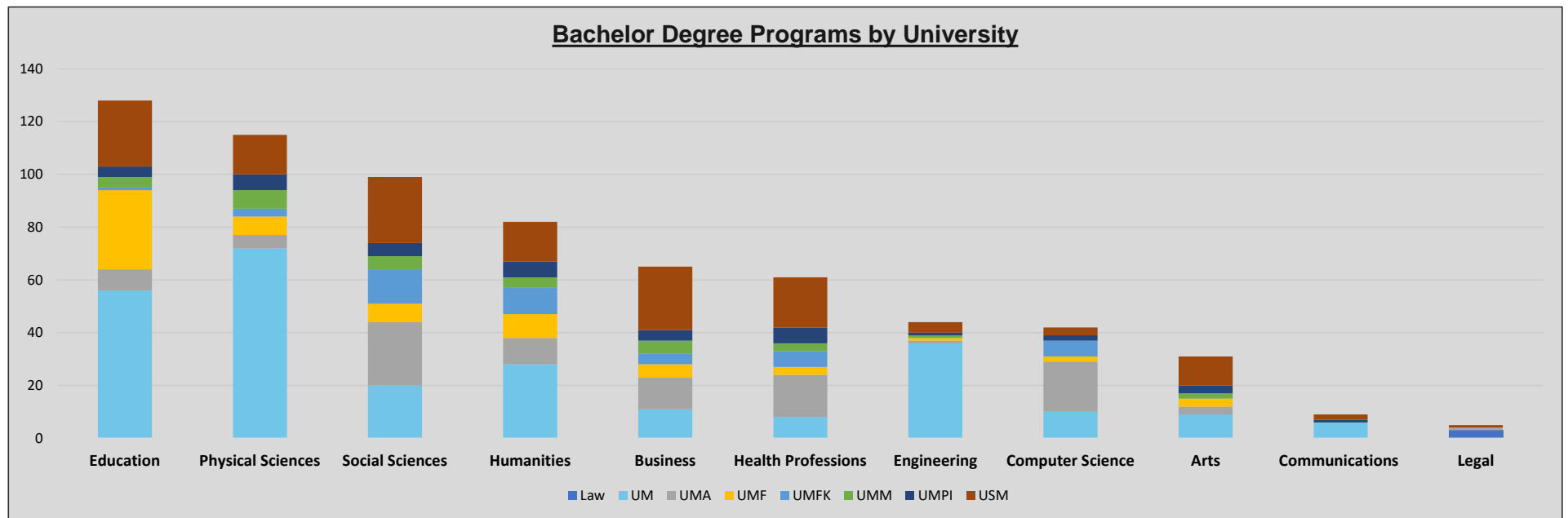
**Implications for UMS:** Across all age groups, the national six-year average completion rate was 69%, for Northeast peers it was 61.3% and for Maine it was 59.2%. There is opportunity for UMS to improve completion rates across all age groups, both for student and financial benefit.

Source: "Completing College National and State Reports", NCES.

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# Academic Portfolio: Bachelor Degree Programs

Bachelor degree programs in academic areas like Education, Physical and Social Sciences, Humanities and Business are prevalent across UMS. The balance of liberal arts and technical degree offerings position UMS to adapt to future market demands.

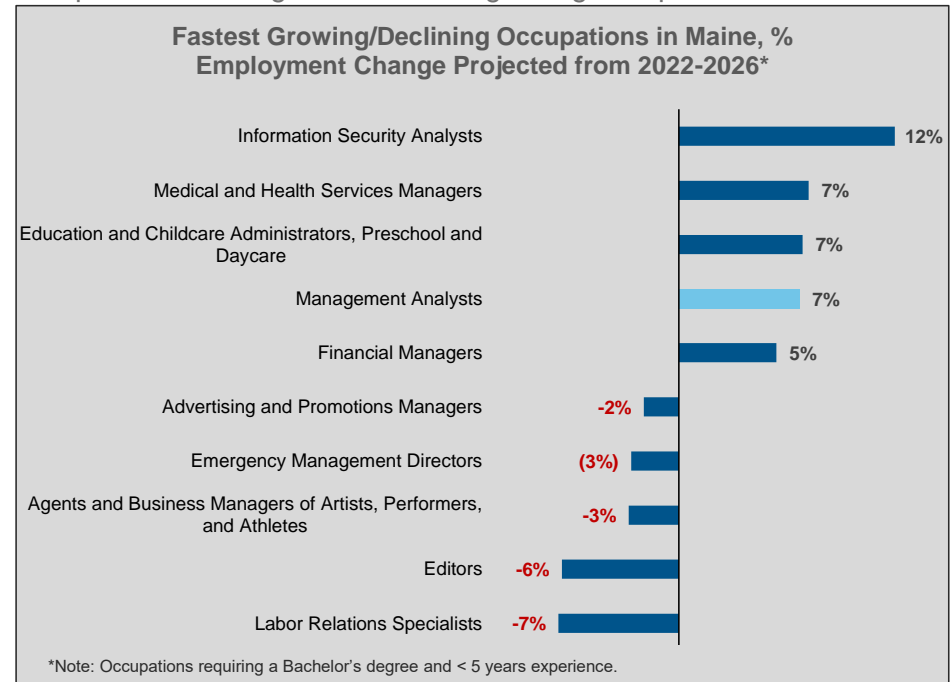
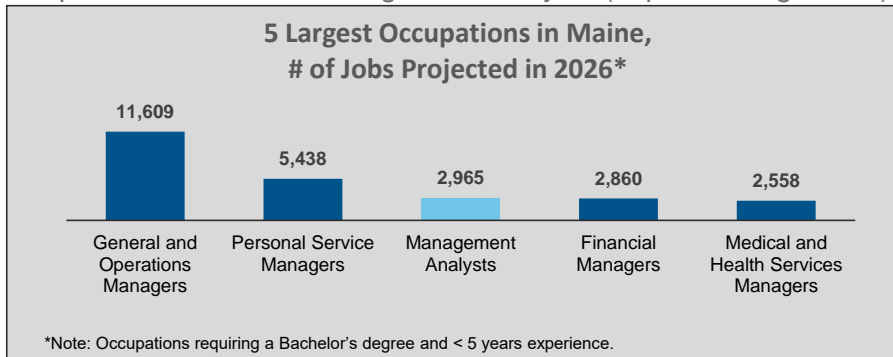


**Implications for UMS:** UMS has a broad portfolio of academic offerings to serve its residents. UMS will need to explore how to leverage their academic offerings to prepare its students for future workforce demands.

Source: UMS Institutional Data

# Occupations in Maine: Bachelor's Degrees

Overall, employment is projected to grow 3% from 2022-2026 for occupations requiring a Bachelor's degree and less than five years of experience in Maine. Management Analysts (depicted in light blue) make up one of the largest and fastest growing occupations.



Occupation	Relevant Skills
General and Operations...	Critical Thinking, Speaking, Social Perceptiveness
Personal Service Managers	Time Management, Reading Comprehension
Management Analysts	Decision Making, Critical Thinking, Analysis
Financial Managers	Speaking, Active Listening, Social Perceptiveness
Medical and Health Serv...	Critical Thinking, Decision Making

**Implications for UMS:** Occupations forecasted to grow in the state requiring bachelor's degree will require a mix of skills. UMS has the opportunity to leverage its academic portfolio to prepare students for successful entry into the workforce.

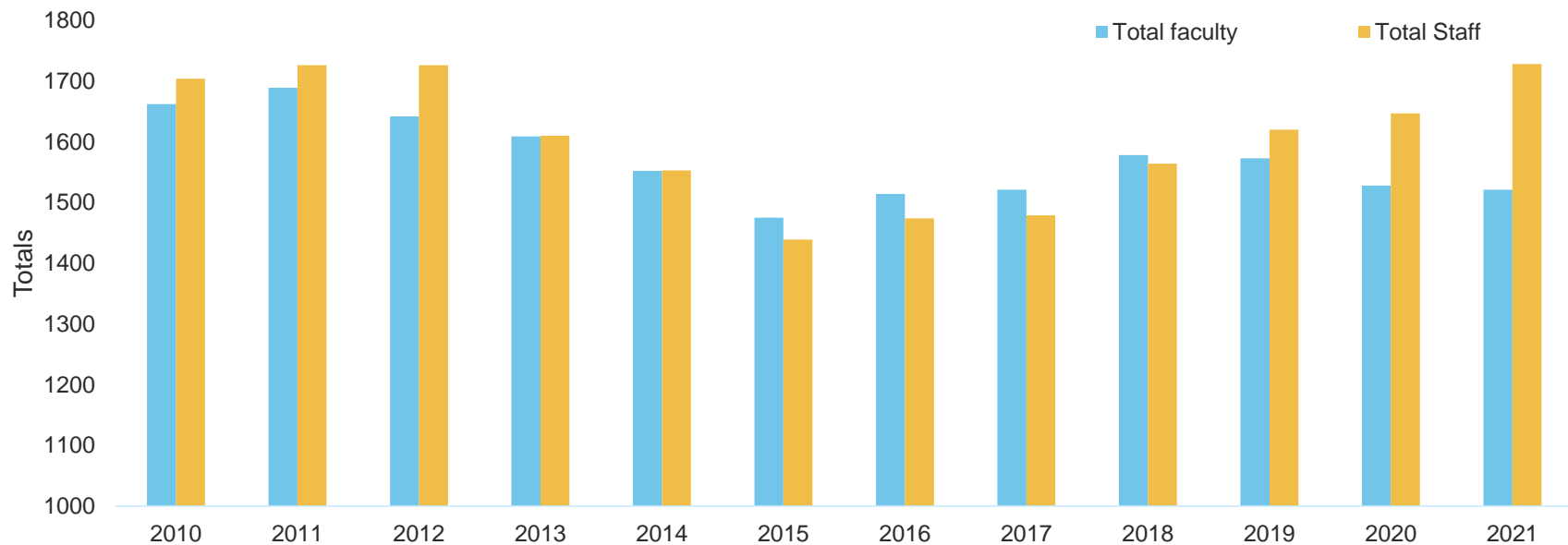
Source: EMSI; O\*NET Online

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# UMS Faculty and Staff

While enrollment has significantly declined across the system over the past decade, faculty and staff levels have remained largely the same.

**Faculty & Staff Totals by Institution 2010-2021**



**Implications for UMS:** Over the past 10 years, UMS faculty has decreased 8% across the system while staff has increased 1.5%. The increase in staff may reflect an increase in student needs. As the System evolves, faculty and staff resources will need to fluctuate with total enrollment.

Source: UM System Enrollment Data & IPEDS Data Center; Note: Faculty includes full and part time faculty; staff includes staff and administrative roles.

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**Topic 3:**

Review analyses of  
each University's  
strategic plan



## DIVERSITY OF US HIGHER EDUCATION SYSTEMS

Public Higher Education Systems are intentionally diverse and differentiated. Each system requires different assets and scale to meet the needs of its State.

*For example:*



- 3 research universities
- 70,000 students
- State population: 4.9M



- 13 four-year campuses + 13 two-year campuses
- 182,000 students
- State population: 5.8M



- 64 campuses (2 flagship)
- 425,000 students + 2.2M adult learners
- State population: 19.5M

Note: State populations are as of 2019 Census Bureau

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# INSTITUTIONAL MISSION STATEMENTS

Through Huron’s examination of each universities’ strategic mission, universal values and the distinct purpose of each institution are highlighted.

UMS (‘16- ‘21)	LAW (‘19-?)	UMM & UM (‘19-‘24)	UMPI (‘20-‘25)	UMF (‘21-‘24)	UMA (‘21-‘25)	USM (‘21-‘26)	UMFK (‘21-‘26)
<p>The University of Maine System unites seven <b>distinctive</b> public universities in the common purposes of providing <b>first-rate higher education at reasonable cost</b> in order to improve the <b>quality of life for the citizens of Maine</b>. The System, through its Universities, carries out the traditional tripartite mission—<b>teaching, research, and public service</b>. As a System, it extends its mission as a major resource for the State, linking <b>economic growth, the education of its people</b>, and the <b>application of research and scholarship</b>.</p>	<p>Maine Law is an institutional <b>public servant</b> committed to providing an <b>accessible and affordable</b> student-focused program of legal education and achieving the highest standards of <b>ethical</b> behavior.</p>	<p>The University of Maine <b>advances learning and discovery</b> through excellence and <b>innovation</b> in undergraduate and graduate academic programs while <b>addressing the complex challenges and opportunities</b> of the 21st century through <b>research-based knowledge</b>.</p>	<p>We inspire <b>learners</b> from near and far, <b>of all ages and career stages</b>, and support their personal journeys toward the future they seek.</p> <p>We value our team members and ensure they have the right tools, <b>technology</b>, and <b>resources</b> to provide <b>learners</b> with educational experiences they will draw upon for the rest of their lives.</p> <p>We serve our <b>community</b> and strive to engage all in activities that strengthen and sustain a <b>rich and rewarding life</b>.</p>	<p>As a premier <b>teacher education and public liberal arts college</b> for the state of Maine, the University of Maine at Farmington prepares students for <b>engaged citizenship, enriching professional careers</b>, and an enduring <b>love of learning</b>.</p>	<p>UMA <b>transforms</b> the lives of students of <b>every age and background</b> across the State of Maine and beyond through <b>access to high-quality distance and on-site education</b>, excellent student support and <b>civic engagement</b>, and <b>innovative</b> professional and liberal arts programs.</p>	<p>Committed to <b>equity and excellence</b>, the University of Southern Maine advances a culture of <b>inquiry and belonging</b> in which <b>research, creativity, and innovation</b> accelerate <b>transformational development</b> in our students, on our campuses, and in our <b>communities</b>.</p>	<p>UMFK will nurture and engage a <b>diversity of learners</b> and aspiring professionals in Maine’s <b>rural communities</b> and beyond through <b>affordable, technologically-enhanced, and professionally-focused</b> educational programs.</p>

# CURRENT INSTITUTIONAL STRATEGIC PRIORITIES: COMPARISON

	UMS ('16-'21)	LAW ('19-?)	UMM & UM ('19-'24)	UMPI ('20-'25)	UMF ('21-'24)	UMA ('21-'25)	USM ('21-'26)	UMFK ('21-'26)
Enrollment Growth	•	•	•	•	•	•	•	•
Student Success	•	•	•	•	•	•	•	•
Fiscal Sustainability	•	•	•	•	•	•	•	•
Workforce Readiness	•	•	•	•	•	•	•	•
Academic Innovation	•	•	•	•	•	•	•	•
Economic Development	•	•	•	•	•	•	•	•
Access & Affordability	•	•	•	•	•	•	•	
"Systemness"	•	•		•	•	•	•	•
Research	•	•	•	•		•	•	
Diversity, Equity, & Inclusion		•	•	•	•	•	•	•
Rural Populations		•		•	•		•	•
Environmental Sustainability				•			•	
Community College Partnerships						•		

Note: Institutions are organized by the year their current strategic plan was published, with the oldest plans on the left and newest plans on the right.

Dark Green = 8 institutions; Light Green = 6 institutions; Yellow = 5 institutions; Orange = 1-2 institutions.

## CURRENT INSTITUTIONAL STRATEGIC INITIATIVES: ELEMENTS

In their current strategic plans, institutions discussed initiatives in each of the below priority areas. The elements making up the various initiatives are listed here in order of their prevalence, with the most prevalent elements coming first.

	Elements
<b>Enrollment Growth</b>	Pursuing specific populations (e.g., grad students, nontraditional students, low-income/underrepresented; rural; veterans; early college); increasing marketing/branding to drive enrollment; competitive financial aid;
<b>Student Success</b>	Increased retention and completion rates; financial literacy; affordable resources to support educational needs through open education resources (OERs)
<b>Fiscal Sustainability</b>	Create greater operating efficiencies; campus master planning aligned with future needs; maximize current facilities/footprints
<b>Workforce Readiness</b>	Leveraging partnerships; ensuring graduates are career-ready; supporting specific occupations (e.g., teacher preparation, STEM, etc.); providing internships
<b>Academic Innovation</b>	Experiential learning; curricular innovation by modality (online; hybrid, micro credentials; stackable ; badges; noncredit programs);
<b>Access &amp; Affordability</b>	Developing new tuition/financial aid strategies; optimizing resources/reducing student costs
<b>"Systemness"</b>	Alignment as one system; new or expanded cross-campus partnerships under one accreditation
<b>Research</b>	Increased research funding; broader student and faculty research opportunities; solve societal problems through R&D
<b>Diversity, Equity, &amp; Inclusion</b>	Increasing the diversity of students; fostering an inclusive climate on campus; increasing the diversity of faculty; integrating DEI into the curriculum; developing cultural competencies through education
<b>Economic Development</b>	Leverage R&D to grow economic sectors and create new markets in the state; bolster local economic centers
<b>Rural</b>	Improving engagement with local communities; providing key economic and service needs to rural populations
<b>Environmental Sustainability</b>	Carbon neutrality goals; efficiencies in physical plant
<b>Community College Partnerships</b>	Building enrollment pipelines/increasing enrollment

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# CURRENT INSTITUTIONAL STRATEGIC PRIORITY COMPARISONS

During today's meeting, we will discuss four priority areas that have been emphasized in previous discussions.

## Enrollment Growth

The demographic landscape demands a paradigm shift.



## “Systemness”

UMS has an opportunity to leverage the uniqueness of each university while strengthening the overall system.

## Rural Populations

Embracing local communities and addressing the unique educational needs of a rural population.



## Economic Development

As an economic engine, UMS must be nimble and adaptable.

**The following slides reflect Huron's initial analysis of university's strategic priority areas.**

# STRATEGIC PRIORITY: ENROLLMENT GROWTH

	UMS (‘18- Present)	LAW (‘19-?)	UMM & UM (‘19-‘24)	UMPI (‘20-‘25)	UMF (‘21-‘24)	UMA (‘21-‘25)	USM (‘21-‘26)	UMFK (‘21-‘26)
<b>Enrollment Growth</b>	•	•	•	•	•	•	•	•
<b>Examples</b>	Coordinate use of resources among and across all UMS universities to respond to critical state needs and assure competitiveness in HED marketplace	Increase marketing and targeting; deeper engagement with the System; predictable, but capped tuition rate; creating employment opportunities post-grad, in rural Maine.	Expand production of students with graduate level credentials to meet workforce needs.	Strengthen partnerships with the P-K12 and other entities to support success of educators and enrollment of students into undergraduate/ graduate programs.	Target well-defined student profiles it seeks to recruit (e.g., transfers, regional residents, returning learners, commuters). Offer competitive financial aid.	Strengthen and expand current enrollment partnerships (e.g., Maine Community College System, Jobs for Maine Graduates, GEAR UP, TRiO programs).	Achieve a more diverse and inclusive student body, faculty, and staff.	Build a brand for UMFK that is recognized throughout Maine and other target markets.
<b>Key words</b>	Coordinate Resources	Marketing	Graduate Credentials	Partnerships	Targeted Demographics	Community College System	Diversity	Branding

**Reflection Question: How can we develop strategies for system-wide enrollment stabilization/growth that reflect current demographic realities? What are our responsibilities to each other?**

# STRATEGIC PRIORITY: "SYSTEMNESS"

	UMS ('18- Present)	LAW ('19-?)	UMM & UM ('19-'24)	UMPI ('20-'25)	UMF ('21-'24)	UMA ('21-'25)	USM ('21-'26)	UMFK ('21-'26)
"Systemness"	•	•	•	•	•	•	•	•
<b>Examples</b>	<p><i>From 2018</i> Accelerate transitions to One University to facilitate resource allocation</p> <p><i>Present</i> Unified Accreditation Opportunities</p>	<p>Deepen involvement with students and the System: 3+3 and PLUS</p>	<p>Grow and diversify the doctoral education and research enterprise at UMaine, in partnership with stakeholders and collaborators, including other UMS campuses</p>	<p>Expand efforts to collaborate with fellow institutions to share resources and programs that create greater opportunities and access for all learners as provided by unified accreditation</p>	<p>Shape UMF as a Unique "Value Add" to the System</p>	<p>In collaboration with UMS sister institutions, continue to host system-wide recruitment activities</p>	<p>Top 5 Priorities connected to the UMS Board and Unified Accreditation</p>	<p>Alignment with UMS Unified Accreditation and UMS Transforms to enhance and expand academic opportunities and career pathways for students</p>
<b>Keywords</b>	Unified Accreditation	Collaboration	Enterprise; collaboration	Shared Resources	Value Add	Inclusive; system-wide recruitment	Accreditation	System Pathways

**Reflection Question: How will we define "Systemness"? How will we know when we have achieved it? How do we ensure that a win for one is a win for all at both the University and the System level?**

# STRATEGIC PRIORITY: ECONOMIC DEVELOPMENT

	UMS ('18- Present)	LAW ('19-?)	UMM & UM ('19-'24)	UMPI ('20-'25)	UMF ('21-'24)	UMA ('21-'25)	USM ('21-'26)	UMFK ('21-'26)
<b>Economic Development</b>	•	•	•	•	•	•	•	•
<b>Examples</b>	Develop micro-credentials in partnership with local businesses, non-profits, and community partners.	Transactional Law Clinic to enable JD students to gain knowledge in community economic development.	Move new products from concept to commercialization, growing economic sectors and creating new markets in Maine and beyond.	Offer online micro-credentialing and certification based training opportunities (e.g., MindEdge) to employers statewide through an external contract.	Serve as an "Anchor Institution" and contribute to the economic health and overall well-being of the community and people we serve	Pursue additional community-based partnerships at all UMA locations (campuses and centers), including businesses, nonprofit organizations, government entities, and chambers of commerce.	Expand new research/scholarship partnerships across USM and other institutions that would benefit the state of Maine and beyond	Foster and provide necessary resources to sustain a student/community/external performers-based performing arts program and calendar of events.
<b>Key Words</b>	Workforce	Knowledge Center	Research & Design	Hybrid Learning	Anchor Institution	Partnerships	State Investment	Culture & Arts

**Reflection Question: Are there current examples of economic development initiatives that might be expanded? In addition, are there state or federal initiatives that UMS might leverage?**

# STRATEGIC PRIORITY: RURAL POPULATIONS

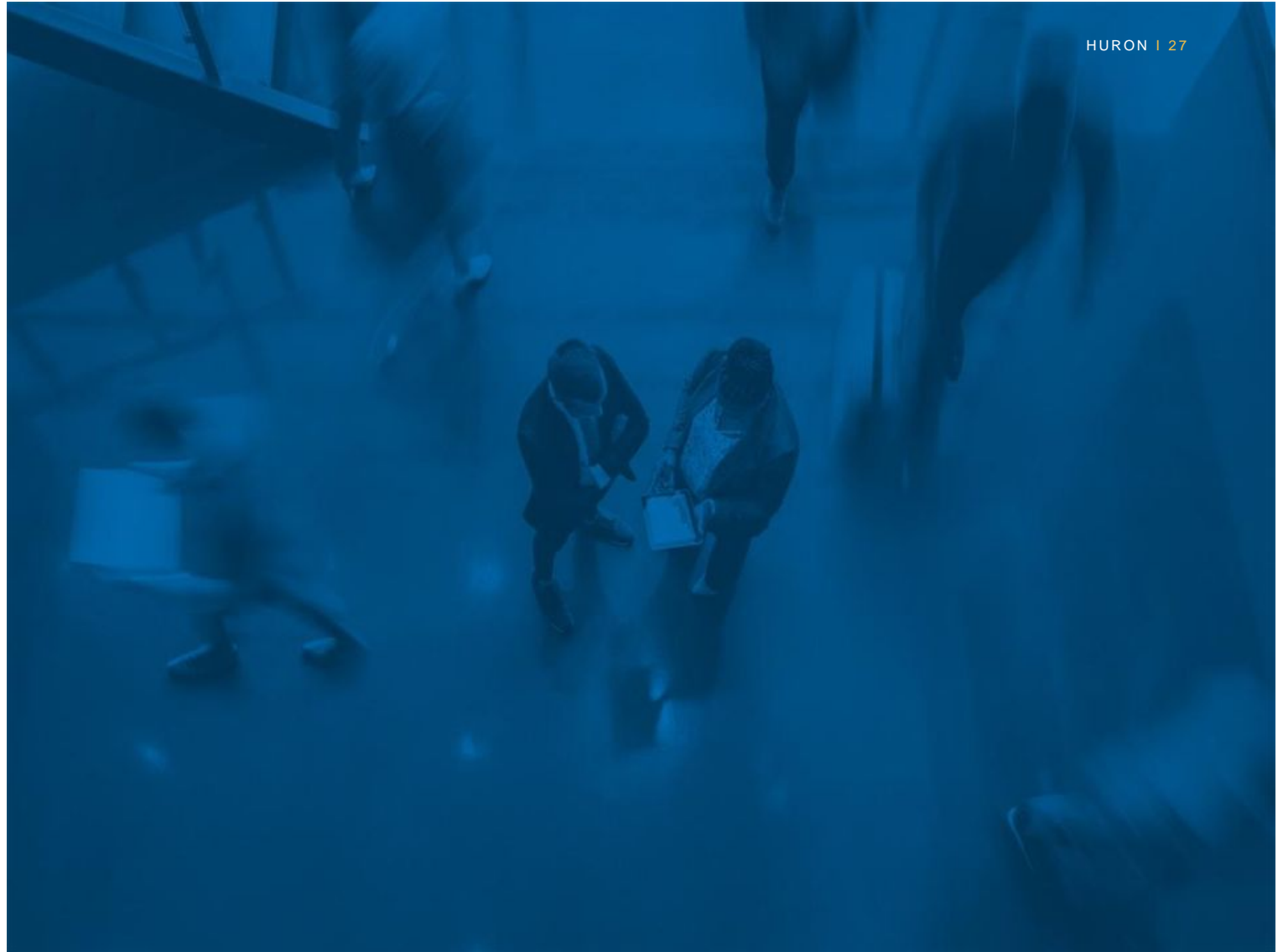
	UMS ('18- Present)	LAW ('19-?)	UMM & UM ('19-'24)	UMPI ('20-'25)	UMF ('21-'24)	UMA ('21-'25)	USM ('21-'26)	UMFK ('21-'26)
<b>Rural Populations</b>		•		•	•		•	•
<b>Examples</b>		Rural Lawyers Project; Rural Semester in Practice; Access to justice and the legal system in rural parts of the state		Build reciprocal ties through community attendance at University events; University staff serving in community and professional organizations	Promote academic access and success for all students, with special consideration for underrepresented, rural, first-generation, and other underserved students		Support growing research, scholarship, and creative activity that provide impact in rural and urban areas in Maine e.g., establishing start-up funding, expanding faculty-mentored research	Expand Rural U to reach students from out of state and from nearby Canada.
<b>Key words</b>		Access to Resources		Community	Access		Impact	Reach

**Reflection Question: Given Maine’s rural population, what products or offerings could UMS build and target to this audience? How could we better embrace Maine’s rural audience from a System perspective?**



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## Appendix



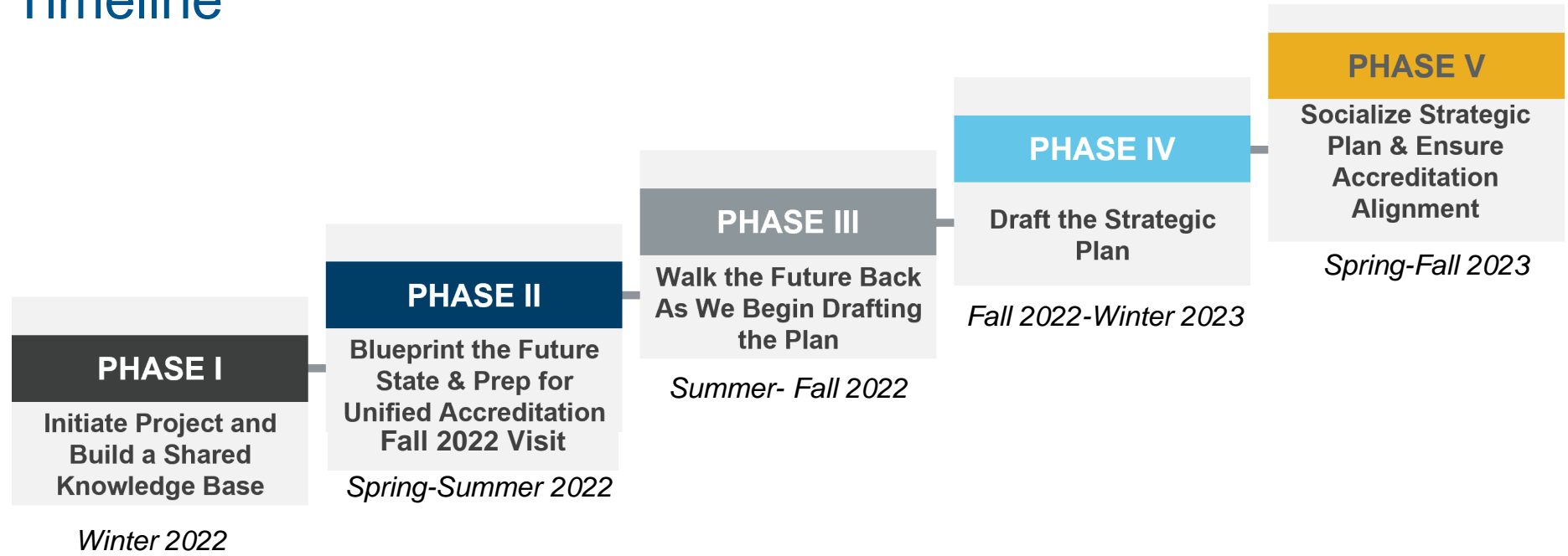
## Topics for Governing Groups

The three main governing groups for the Strategic Planning process will be the President's Council, the Board Ad Hoc Strategic Planning Committee, and the Strategic Planning Working Group.

Date	Agenda Topics
<b>February</b> <i>Presidents- 2/8;</i> <i>Working Group- 2/15</i> <i>Ad Hoc Board Committee 2/23</i>	<ul style="list-style-type: none"> <li>• Strategic planning timeline, project governance structure</li> <li>• Communication / Data Education Plan</li> <li>• Initial internal analysis report out, focus on strategic plan analysis</li> </ul>
<b>March</b> <i>Presidents- 3/9;</i> <i>Ad Hoc Board Committee- 3/21</i> <i>Working Group- TBD</i>	<ul style="list-style-type: none"> <li>• Internal and external interview themes to date report out</li> <li>• Full Internal analysis themes</li> <li>• <i>SME focus area on enrollment/tuition (potential Board only topic)</i></li> </ul>
<b>April</b> <i>Presidents- 4/13</i> <i>Ad Hoc Board Committee- 4/20</i> <i>Working Group- TBD</i>	<ul style="list-style-type: none"> <li>• Chancellor Spring Visit report out</li> <li>• External scan themes</li> <li>• <i>SME focus area on infrastructure (potential Board only topic)</i></li> </ul>
<b>May</b> <i>Presidents- 5/11</i> <i>Ad Hoc Board Committee- 5/25</i> <i>Working Group- TBD</i>	<ul style="list-style-type: none"> <li>• Early alignment between unified accreditation and strategic plan</li> <li>• <i>SME focus area on research (potential Board only topic)</i></li> </ul>
<b>June / July</b> <i>Dates TBD</i>	<ul style="list-style-type: none"> <li>• Review full set of opportunities surfaced to date</li> </ul>

**Data analysis and higher education market analysis will be important elements discussed each month.**

# Timeline



## Initial Internal Stakeholder Engagement

### Virtual Interviews

*February*

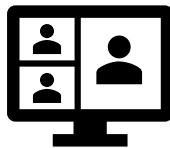
- Each university President + Dean of School of Law
- UMS VisionPoint Lead
- Davis Grant Lead Consultant



### Virtual Focus Groups

*February*

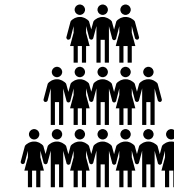
- System Office leadership
- Each university's President's cabinet
- Representative UMS Center and Institute leadership



### Chancellor Spring Visits

*April*

- President's Cabinet
- Representative faculty focus group
- Representative staff focus group
- Representative student focus group



# UMS Strategic Planning Project Governance Structure

