

University of Maine System
Board of Trustees Meeting

Zoom Meeting
January 19, 2022

Ad Hoc Committee on Strategic Planning Meeting

Present: **Committee Members:** James Erwin, Chair; Mark Gardner, James Donnelly, Trish Riley, Lisa Eames and Roger Katz. **Chancellor:** Dannel Malloy. **Staff:** James Thelen, Robert Placido, Ryan Low and Ellen Doughty. **Guests:** Huron Consulting Team – Peter Stokes, Brenna Casey, and Kate Gerbode-Grant.

Absent: Emily Cain.

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

Presentation by Huron Consulting Services Team

Huron Project Team Members

Vice Chancellor for Strategic Initiatives and Chief Legal Officer James Thelen explained that UMS went through the System’s standard request-for-proposal procurement process to select a strategic planning consultant; Huron Consulting Group received the award. The Huron team members who will be assisting UMS with the strategic planning process are: Peter Stokes, Managing Director; Adam Fennel, Project Advisor; Cathy Dove, Senior Director; Brenna Casey, Project Manager; and Kat Gergode-Grant, Senior Associate.

Relevant Higher Education Market Trends

Mr. Stokes shared some of the other higher education institutions Huron has worked with which includes the University System of Maryland, University of California, University System of New Hampshire, University of South Florida and the University of Wisconsin System. He spoke about what the higher education market trends mean for the short-term and the long-term related to access and affordability, enrollment, academic innovation, research and workforce and the labor market. System specific trends would include increase of course and program sharing across universities, emphasis on cost-to-educate and expansion of offerings to non-traditional students.

Exacerbated by the COVID-19 pandemic, lack of access and affordability in quality higher education has perpetuated inequality for low-income and minority students. Higher education institutions will be challenged by demographic and population trends over the next 10-15 years as well. The addressable market of traditional students in the US is expected to peak in 2025 and eventually fall below 2015 levels by 2035. Maine is projected to follow this same path and UMS should be prepared to adapt. UMS has had a 7.2% enrollment decline from academic year 2016-2017 to academic year 2020-2021.

Mr. Stokes responded to a question from a committee member asking if the cost of higher education is a significant barrier for students. He explained that the completion of the FAFSA form, which is needed to apply for financial aid, is another barrier. Many higher education systems are being innovative around pricing. An example is a price reset to eliminate discounting. This has had mixed results in driving enrollment growth. Many families do not realize that, after discounting tuition, the cost of attending a private institution could be on par with a public institution. Differential pricing for different programs is another option. The predictability models that enrollment managers used in

the past have been significantly challenged due to COVID-19. At future Ad Hoc Committee meetings, the Huron team will discuss these trends in more detail.

Counteracting this enrollment decline will require a stronger focus on lifelong learning and the non-traditional student, which in turn will require new recruitment strategies and academic innovation to meet the needs of these learners. Universities quickly shifted to remote instruction in 2020. Going forward there will be increased acceleration of the education ecosystem and infrastructure that supports digital learning.

Research and development in the life sciences and engineering have been longstanding areas of focus within higher education and the federal government provides most of the funding for these areas. There will likely be an increased focus on climate research in the future. COVID-19 has accelerated three trends that will continue to reshape the nature of the work following the pandemic. These areas are remote/hybrid work, automation and digitization. The extent to which these trends will affect specific jobs depends in part on the physical proximity and frequency of interaction that the job requires.

Maine has above-average per capita employment in agriculture, forestry, fishing and hunting. The state is experiencing the most growth in management companies and enterprises; mining and quarrying; and oil and gas extraction, with modest growth in professional, scientific and technical services and construction. Systems of higher education are increasingly forging and maintaining corporate partnership at the system level. These partnerships can take a variety of different forms such as custom programs for employers, advisory boards, central recruitment platforms and tiered partnership programs.

Mr. Stokes asked the Committee what additional trends that are impactful for Maine should Huron be researching as they engage with various stakeholders to develop the strategic plan. One comment shared was the transformation of Maine's economy from the former growth area to the largest growth area in the management of companies and enterprise jobs. This means the demand for employees by employers is shifting rapidly to a modern information economy, which is a fact that needs to be considered for the strategic plan. Another comment shared was that mining, quarrying and oil and gas extraction can be viewed as political. Also, healthcare in Maine is the biggest employer, so will there be growth in that area? Mr. Stokes responded by stating that healthcare is the largest sector in Maine and it will have growth, but it will not rise to the same level as other areas. There is also a shift to healthcare in the home, which requires consideration of the impact on higher education for training the nurses and other medical professionals required for at-home care.

It was suggested that Huron share with the Committee an example of a strategic plan they have developed with another system to provide an idea of what the final product will look like. Mr. Stokes offered to share samples of other plans but cautioned the Committee that the UMS plan will be specific to our needs. He also explained the difference between outputs and outcomes. Outputs include a strategic plan document, implementation roadmap, project management approach, communication strategy and a repository of ideas. Outcomes include a shared view of priorities and what to start or stop doing; parameters for decision-making; and shared values and reinforced culture through effective communication and demonstration of accountability and effective execution.

Following the public session, the Ad Hoc Committee on Strategic Planning went into Executive Session.

Executive Session

On a motion by Trustee Donnelly, which was seconded by Trustee Gardner, 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-A to discuss the evaluation of personnel and the consideration and discussion of appointments, employment and duties, and
- 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 Riley, which was seconded by Trustee Donnelly, and approved by a roll call vote of all Trustees present, the Ad Hoc Committee on Strategic Planning concluded the Executive Session.

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