

University of Maine System
Board of Trustees

Ad Hoc Committee on Strategic Planning

May 20, 2022

9:30 am to 11:00 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 – 9:30 am to 10:30 am

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

Executive Session – 10:30 am to 11:00 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 Group

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 Group will join the Ad Hoc Committee on Strategic Planning meeting on May 20th for a discussion on the following items:

- Strategic Planning Timeline
- Priority Concerns and Strategic Enablers from Campus Visits
- Early Alignment with Unified Accreditation

5/12/2022



UMS Strategic Planning

Board of Trustees Report



MAY 2022

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**Executive
Summary and
Board Meeting
Presentation**



Agenda

Topic	Duration
Topic 1: Discussion	20 minutes
Topic 2: Discussion	10 minutes

Strategic Planning Timeline



Over the past 5 months, we have focused our activity in qualitative and quantitative data analysis.

Qualitative Analysis

- **23** virtual stakeholder engagement (Interview with each University President, Focus groups with each University Cabinet, and System Office stakeholders)
- **28** in-person focus groups including staff, faculty, student focus group at each university

Quantitative Data Analysis

Creation of a Data Book including analyses on the following subjects:

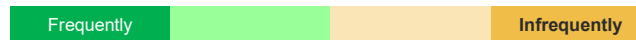
- Enrollment and Demographics
- Academics and Student Success
- Economic Development and Research
- Financial and Personnel
- Higher Education Market Trends and System Benchmarking

Priority Concerns and Strategic Enablers From Campus Visits

Huron examined the emerging themes from stakeholder interviews and campus visits. Below is a heat map to compare themes and visualize similarities and differences.

	Audience Related			Operational/Institutions			State Assets	Enablers			
	Improve Retention, Persistence, Completion	Elevate Diversity, Equity, Inclusion	Cultivate Adult Market	Innovate Traditional Academic Model	Advance Research Initiatives	Continue commitment of universities as Economic & Cultural Engines	Better Leverage State of Maine Assets	Evaluate Scale, Scope, Infrastructure	Brand Value and Perception	Enable Collaboration & Partnerships Infrastructure	Define System Governance
UM	Green	Green	Yellow	Light Green	Green	Green	Green	Light Green	Green	Green	Green
UMA	Green	Orange	Green	Green	Light Green	Light Green	Green	Green	Light Green	Green	Green
UMF	Green	Light Green	Yellow	Green	Light Green	Green	Green	Green	Green	Light Green	Green
UMFK	Green	Light Green	Light Green	Green	Yellow	Green	Green	Green	Light Green	Green	Light Green
UMM	Green	Orange	Light Green	Green	Yellow	Green	Green	Green	Light Green	Green	Light Green
UMPI	Green	Light Green	Green	Green	Yellow	Green	Green	Green	Light Green	Green	Light Green
USM	Green	Green	Yellow	Yellow	Light Green	Green	Green	Green	Light Green	Green	Green
LAW	Orange	Yellow	Orange	Orange	Light Green	Green	Green	Light Green	Light Green	Green	Green

Shaded boxes illustrate the frequency a priority was raised on each campus.



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Priority Concerns From Campus Visits

Huron examined the emerging themes from stakeholder interviews and campus visits. Below is summary of priority areas and corresponding data points.

	Stakeholder Theme	Supporting Data
Improve Retention, Persistence, Completion	Student success is an important challenge to address for all UMS universities	National six-year graduation rate for public four-year universities: 69%; UMS 59.2%
Elevate Diversity, Equity, Inclusion	DEI, and inclusion, should be prioritized in order to retain students	The population of Black/African American and Hispanic/Latino has increased by 22% and 36%, respectively over the last 5 years
Cultivate Adult Market	Opportunity to engage more of the adult market by offering new types of credentials, tailored student services, and enhanced mechanisms for adults to capture prior learning credit.	UMS enrolled 9,270 adults by headcount in 2018, only 1.7% of the state population who have some college or less in the state
Innovate Traditional Academic Model	Experiment with different delivery models to meet the range of learner profiles UMS attracts and serves	A point in time comparison between 2019 and 2021 reveals a 60.8% increase in students living off campus and taking their courses fully online
Advance Research Initiatives & Economic Development	The system should leverage the R1 designation to increase opportunities for economic and workforce development	Between 2019 and 2021, R&D activity in the system has grown 11%, from \$137.5M to \$153.9M
Continue commitment of universities as Economic & Cultural Engines	Universities and the communities in which they are located are highly interdependent	Maine relies on the \$1.5 billion annual statewide economic impact of the University of Maine System
Better Leverage State of Maine Assets	Maine includes distinct geographic opportunities for teaching, research, and scholarship	Maine's regional industries offer myriad experiential and economic development opportunities

Strategic Enablers From Campus Visits

Huron examined the emerging themes from stakeholder interviews and campus visits. Below is summary of priority areas and corresponding data points.

	Stakeholder Theme	Supporting Data
Scale, Scope, Infrastructure	There is striking variation in size, type, physical assets, and location/distance of universities within the System	At 54%, UMS has twice the percentage of space aged 50 years or more compared to peers at 27%
Brand and Value Perception	The UMS brand lacks clarity with both internal and external stakeholders	Conversations are planned with VisionPoint to review and incorporate outcomes related to branding assessment
Collaboration & Partnerships**	Collaborative efforts exist within and across the system and many may be scaled systemwide by leveraging the benefits of Unified Accreditation	Collaborative initiatives at the System and university level are widespread and include academic programs, shared administrative services, and/or facilities.
System Governance	A clear structure for the system including a defined role for the system office will support progress and implementation of future strategic priorities	A system benchmarking exercise is in progress and will inform future discussion and planning about the role of the system office

****See Detailed Report for examples of current successful collaborations across the system**

Early Alignment with Unified Accreditation

Analysis of the most recent draft of the UMS NECHE self-study demonstrates a correlation between strategic planning themes and Unified Accreditation.

Strategic Planning Theme	Alignment to UA
Improve Retention, Persistence, Completion	UM Transforms focuses on facilitating programs including Research Learning Experiences, Gateways to Success, and Pathways to Careers. Each focuses on a key aspect of a student's learning trajectory to support their progress to degree completion.
Cultivate Adult Market	UA offers the opportunity to leverage data and analyses that support access and success for adult learners into an assessment cycle of continuous improvement; such an assessment cycle allows for programs and services to be better aligned and expand this market.
Continue commitment of universities as Economic & Cultural Engines	UA shows commitment to the continued presence of each university in the physical location that they exist. Approvals for infrastructure investments including housing and multi-use facilities demonstrate support for continued institutional operations in their locales.
Advance Research and Economic Development	UM's R1 status will allow UMS to deepen the scope and impact of the research enterprise for the state. Creation of the multi-university Maine College of Engineering, Computing and Information Science (MCECIS) will provide the technical workforce and innovations to move Maine's economy forward.
Innovate Academic Model to Meet Non-Traditional Student Needs	UMPI's CBE program demonstrates how to build and integrate a new model for academic delivery that meets student needs and market demands.
Elevate Diversity, Equity, Inclusion	A cultural renovation and advanced framework for DEI initiatives systemwide are in progress led by UMS Transforms DEI Action Team and the UMS DEI Steering committee.
Better Leverage State of Maine Assets	Expanded research opportunities through the R1 designation open new pathways to innovate on the distinct assets of the state. The removal of barriers will enable students and faculty to take advantage of academic and experiential learning opportunities at any university, increasing ability to leverage different state resources.

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