

Board of Trustees
Strategic Planning Committee
August 29, 2022 at 8:00 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

8:00am – 8:15am

Opening Remarks from Committee Chair and Committee Member Introductions

8:15am – 8:20am

Tab 1 – [Transition from Ad Hoc Committee to Standing Committee](#)

8:20am – 9:50am

Tab 2 – [UMS Strategic Planning Process Update](#)

- UMS Strategic Planning Process to Date
- Review and Discuss Themes and Preliminary Goals
- Proposed Strategic Planning Fall Activities and Timeline

9:50am – 10:00am

Closing Remarks from Committee Chair

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: Transition from Ad Hoc Committee to Standing Committee

INITIATED BY: Emily Cain, Chair

BOARD INFORMATION: X

BOARD ACTION:

BOARD POLICY:

UNIFIED ACCREDITATION CONNECTION:

n/a

BACKGROUND:

The Board of Trustees approved the establishment of the Strategic Planning Committee as a standing committee of the Board and discharged the Ad Hoc Committee on Strategic Planning at the July 11, 2022 Board meeting. Trustee Emily Cain will serve as chair of the Strategic Planning Committee and the committee membership has been developed. Chair of the Board, Trustee Trish Riley will provide details about the transition from Ad Hoc Committee to Standing Committee.

The Committee meeting on August 29th will be an opportunity to provide information to all Committee members about the role of the Committee and a review of the strategic planning process to date. Below are website links to materials to assist Committee members with historical information relating to the Strategic Planning Process.

[UMS Strategic Planning website](#)

[UMS Data Book](#)

Ad Hoc Committee on Strategic Planning meeting minutes & meeting materials

May 20, 2022	<u>minutes</u>	<u>meeting materials</u>
April 20, 2022	<u>minutes</u>	<u>meeting materials</u>
March 21, 2022	<u>minutes</u>	<u>meeting materials</u>
February 23, 2022	<u>minutes</u>	<u>meeting materials</u>
January 19, 2022	<u>minutes</u>	<u>meeting materials</u>
December 16, 2021	<u>minutes</u>	<u>meeting materials</u>
October 20, 2021	<u>minutes</u>	<u>meeting materials</u>

8/22/2022

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: UMS Strategic Planning Process Update

INITIATED BY: Emily Cain, Chair

BOARD INFORMATION: X

BOARD ACTION:

BOARD POLICY:

UNIFIED ACCREDITATION CONNECTION:

n/a

BACKGROUND:

Huron Consulting Group will join the Strategic Planning Committee meeting on August 29th for a discussion on the following items:

- UMS Strategic Planning Process to date
- Proposed strategic planning fall activities and timeline
- Review and discuss themes to date and preliminary goals

8/22/2022



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UNIVERSITY OF MAINE SYSTEM

UMS Strategic Planning

Board Strategic Planning Committee: 8/29/2022

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AUGUST 2022

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Huron Project Team



Peter Stokes
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Cathy Dove
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Kate Gerbode-Grant
Senior Associate

Topic 1

Review of Strategic Planning Objectives and Outcomes



What is system strategic planning?

As the needs for the State of Maine evolve, so should the University Maine System. As the largest provider of higher education in the state, it is critical that the system leverage their combined assets to respond to the changing needs of the state in order to support a thriving economy and higher education system. System Strategic Planning aims to:

- Establish a **vision and set of priorities** that respond to the **current and future economic and community development need and aspirations** of the state that account for the distinct contribution of each university and unites the system on broad objectives and outcomes
- Enable **collaborative, creative thinking across diverse stakeholder groups** (e.g., Board, Presidents, faculty, staff, students, alumni) in the system that requires **imagination and a willingness to develop transformative ideas for a new era**
- Provide a lens through which **universities see themselves as channels to serve diverse learner audiences** in service of statewide needs supported by **optimizing system-wide assets** to deliver tailored academic programs
- Foster an opportunity for the system and its universities- both together and independently- to **reflect and consider how to deliver the highest quality postsecondary education** to support the personal and professional aspirations of learners
- Result in **cultural alignment, team unification, system-wide partnership**, and ultimately, **a commitment from all system stakeholders to achieve the vision collectively**

An important aspect of system strategic planning is defining and communicating the role of the system office.

Aligning on a shared view of strategic planning benefits

Outputs and Outcomes

Outputs

- A strategic plan document(s)
- An implementation roadmap
- A project management approach
- A communication strategy
- A repository of ideas

Outcomes

- A shared view of priorities and what to start/stop/continue doing
- Parameters for decision-making
- Shared values and reinforced culture through effective communication and demonstration of accountability and effective execution

Relevance and Impact

Leveraging the possibilities created with unified accreditation

Current landscape demands: As the nation nears the third year of the pandemic and federal funding initiatives conclude in parallel with changing demographics and current economic conditions, we enter a crucial moment in time for colleges, universities and systems to think critically about their future sustainability and impact with respect to education, research and economic development.

Risks of Inaction

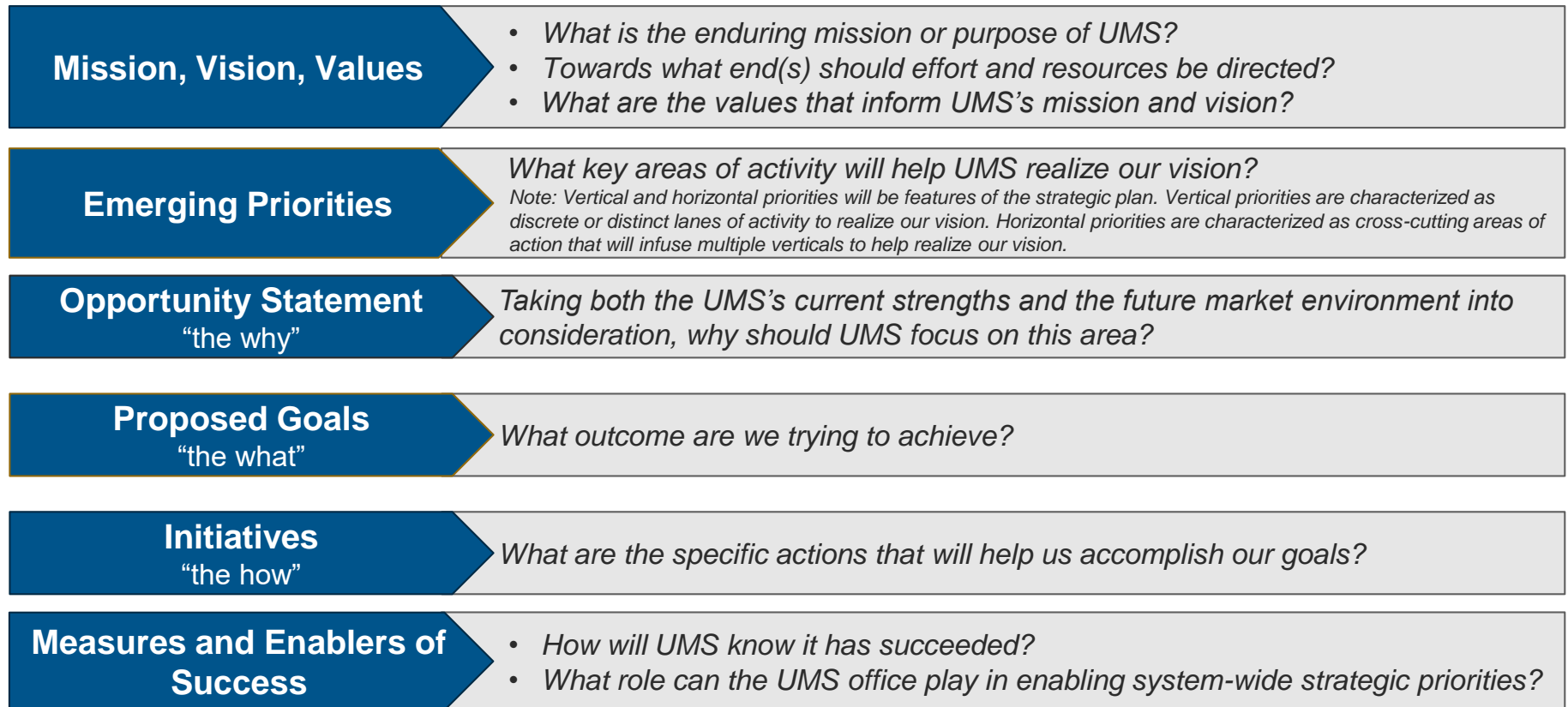
- Worsening financial pressures
- Increased competition for prospective students
- Encroachment from competitors

Dual Transformation Methodology

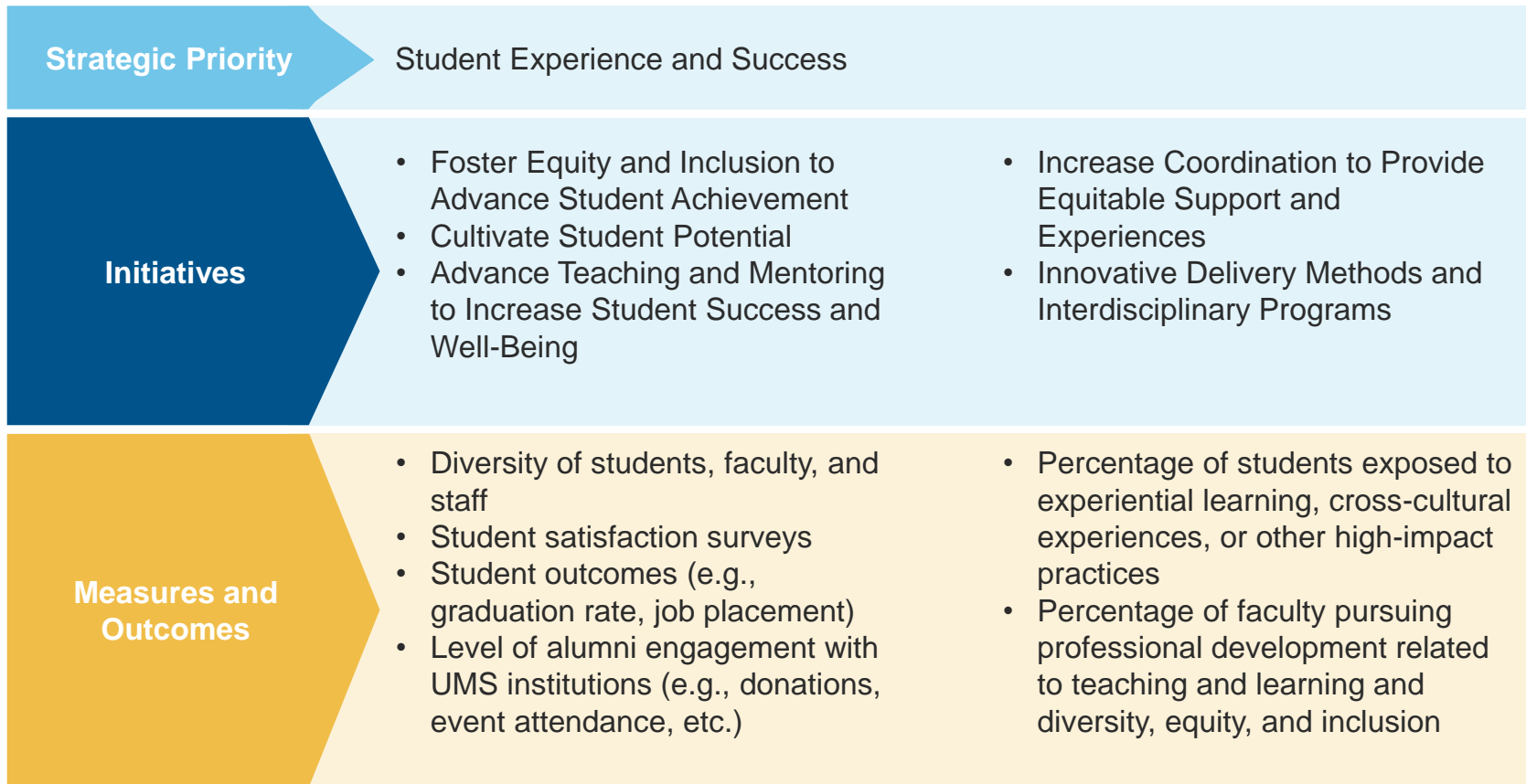
<p>Present-Forward <i>(1-3 Years)</i></p>	<ul style="list-style-type: none"> - What is - Continuous - Concrete and predictive - Delivery/managerial - Analytical 	<ul style="list-style-type: none"> - Facts- and data-driven - Answers - Build off base - Point solutions
<p>Future-Back <i>(7-10 Years)</i></p>	<ul style="list-style-type: none"> - What could be - Discontinuous - Ambiguous and abstract - Discovery/entrepreneurial - Imaginative and creative 	<ul style="list-style-type: none"> - Assumptions-driven - Questions - Clean sheet - Systems thinking

Strategic Planning Taxonomy

Strategic plans are commonly structured around the following elements, and the content of a plan can be populated by addressing the key questions associated with each element.



Example strategic priority, initiatives, and measures



Topic 2

Proposed Fall
Activities and
Timeline



Strategic Planning Timeline Update and Next Steps



Summer 2022 Activities:

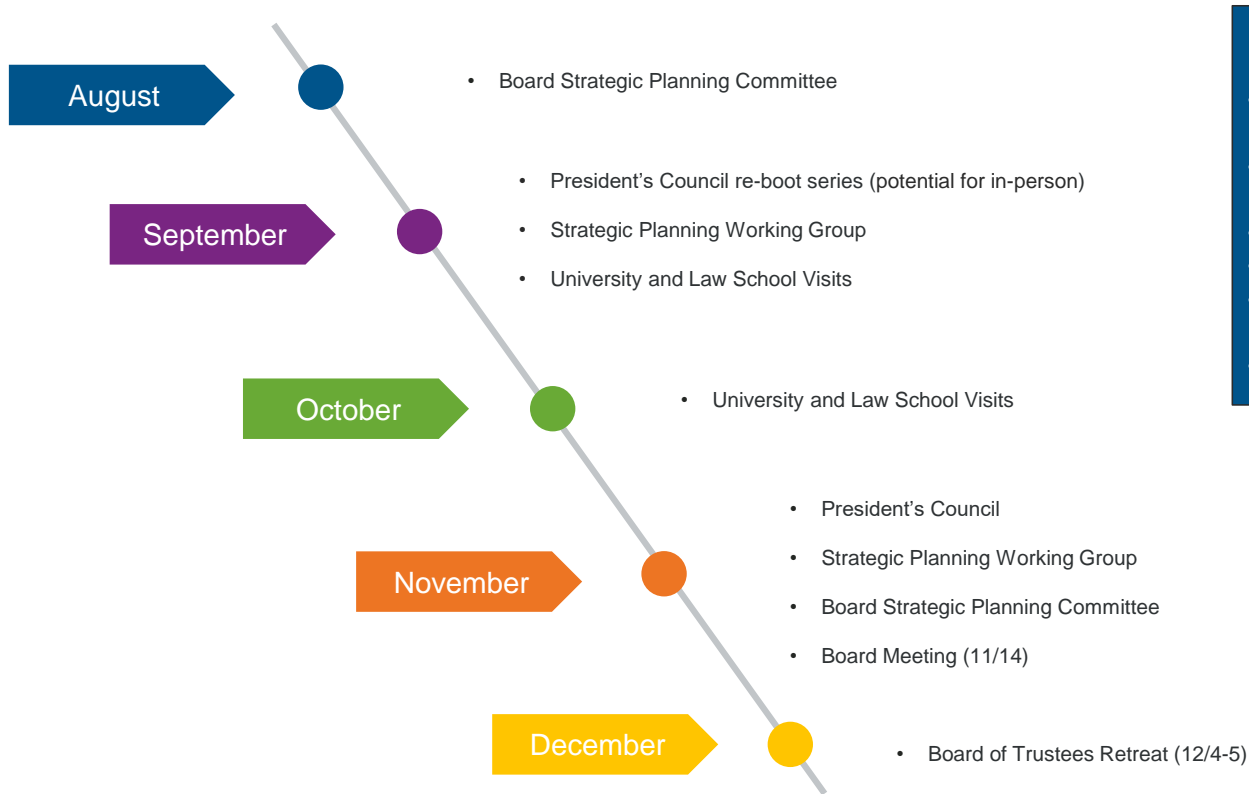
- Presented initial findings at May Board of Trustees meeting
- Facilitated an in-person Strategic Planning Working group meeting
- Engaged external stakeholders (5 interviews, 2 focus groups completed as of 8/10)
- Synthesized all stakeholder input to date (e.g., interviews, focus groups, spring university visits, anonymous feedback)
- Developed detailed plans for fall engagement

Important Next Steps

- Return to each university community to continue the dialogue and engage more deeply following the spring university visits
- Affirm a shared understanding of context and implications leveraging the Data Book
- Identify and discuss a set of opportunities related to academic innovation, operational efficiencies, people, and culture

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Strategic Planning Timeline Update: Planned Fall Activity

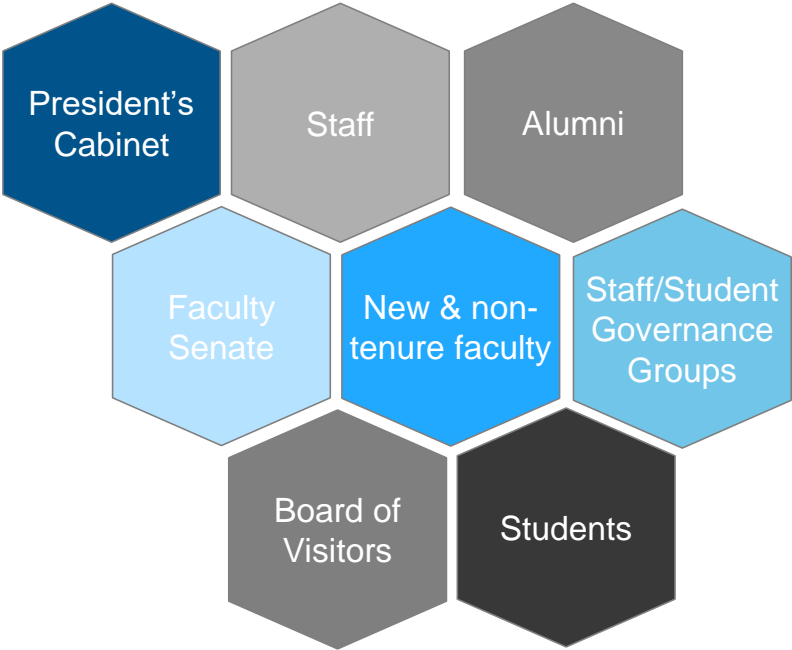


Fall 2022 Activities:

- Assess emerging priorities and initiatives to identify gaps
- Develop universe of strategic options and test hypotheses
- Draft emerging strategic plan pillars
- Complete system office benchmarking research
- Update new BOT members on strategic planning work to date
- Plan fall university and Law school visits

Planned Fall Stakeholder Engagement

Huron proposes a 2-day visit (independent of the system office) to each of the eight universities to facilitate stakeholder engagement, independent of the system office. Engagement sessions could include the following groups.



We propose a three-step approach with each group to:

Listen. Inform. Envision.

Listen to concerns and challenges, inform about
The current realities facing the System, and ultimately,
inform a future vision for UMS.

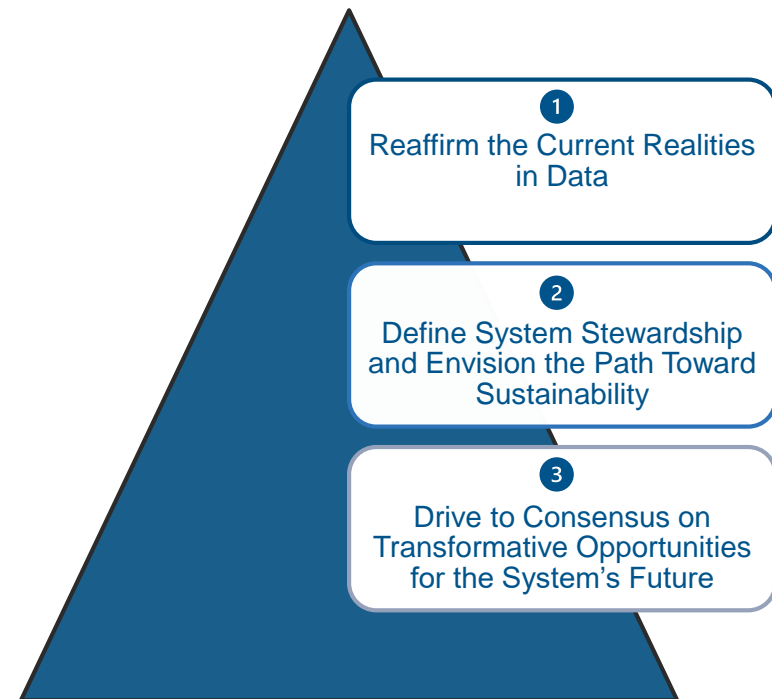
Conduct numerous sessions with various stakeholders at each university visit. Stakeholders will participate in a session tailored to each audience and be invited to a culminating session where Huron will summarize and reflect what we've heard, including emerging ideas.

Ensure the iterative process provides appropriate context for each stakeholder group to ensure an understanding of the current state and the opportunity to articulate desired outcomes for a future state

President's Council Fall Engagement

Huron recommends increased engagement with the PC to ensure University presidents are fully engaged in all steps of the planning process and development of the future vision.

- We propose a series of meetings that is essential for coalescing around critical matters and to continue discussing important issues in an informal setting while addressing immediate concerns and endorsing a vision for the future.
- We recommend an **in-person format that spans two days** to cover the first two meeting topics together, including an evening social event to garner full-attendance.

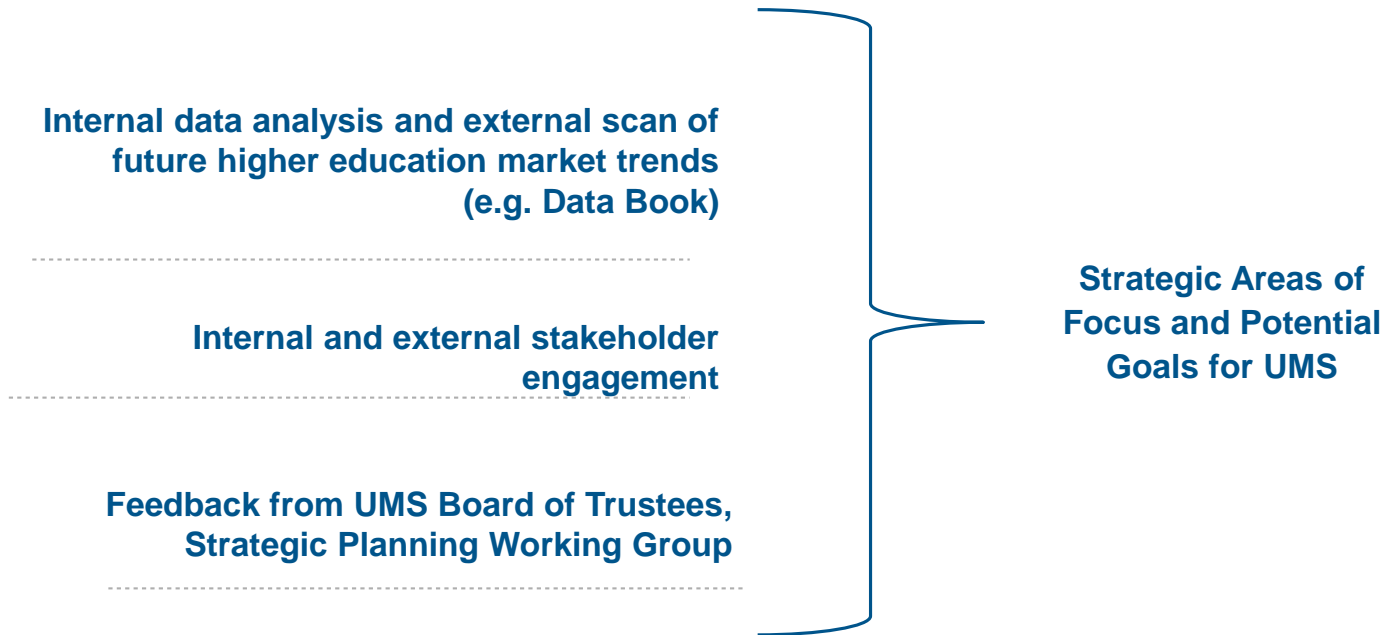


Topic 3

Review themes to date and preliminary goals



Inputs Driving Principal Themes of Strategic Plan



In this document, we have synthesized our key takeaways from our UMS data analysis, internal/external stakeholder engagement, and market research to develop a perspective on opportunities for the UMS. We have framed these opportunities using eight overarching Strategic Priorities, with several Potential Goals nested under these eight areas.

Data Book Contents

To develop a robust understanding of the current UMS ecosystem, some topics demand broader analysis to understand their full complexity and relationship to and within the System (e.g., student enrollment and financial health).

Enrollment and Demographics

- Maine high-school graduates pie chart, broken down by future pathway
- UMS Enrollment by university over time
- Enrollment Demographics
- UMS Aggregate Enrollment broken down by in-state/ out-of-state and residential/commuter/online
- Adult Learner Opportunity and Overview

Academics and Student Success

- US, Northeast and Maine Completion Rates over time
- Completion Demographics
- Community College Transfer Student Success
- Student Migration Post-Graduation
- Academic Portfolio across the System, Undergraduate and Graduate
- Cost to Educate by Credit Hour
- Return on Investment university

Economic Development and Research

- Maine's Current and Future Industries
- Maine Occupations for Bachelors, Graduate, and Non-Degrees
- Household Income by Maine County
- UMS Research funding over time

Financials and Personnel

- Composite Financial Index Comparison
- Staff & Employees by university over time
- Employee Demographics
- Revenues and expenses over time
- State appropriations over time
- Tuition trends over time
- Capital expenditures and deferred maintenance
- Net revenue tuition and fees over time
- Capital Investments over time
- Aging physical plant over time

Higher Education Market Trends and System Benchmarking

- US, Northeast and Maine Current and Future Demographic Trends
- Access and Affordability trends
- Digital transformation for teaching and learning trends
- Lifelong learning and "Non-traditional" student
- Corporate Partners and Workforce Development
- R&D Priority Areas
- System case studies: UC, SUNY, UW

Note: Data Book contents and slides will be updated or added as needed to reflect the most current information available.

Data Book Implications Summary

Enrollment – The addressable market of traditional students in the U.S. is expected to peak in 2025 and eventually fall below 2015 levels by 2035. Maine graduates are projected to decline gradually from 2022-2035 and projected to remain nearly 10% below 2025 levels, a trend currently impacting UMS with 23% fewer students enrolling system-wide for the fall semester in 2022 compared to 2021. Along with continued demographic shifts, UMS can anticipate changing students' needs, future challenges related to college readiness, and ability to pay reinforcing the need for UMS to remain affordable.

Academic – The pandemic has also accelerated the digital transformation for teaching and learning. UMS can continue to facilitate digital transformation throughout the System while also supporting increased flexibility in program delivery to meet learners' needs and expectations.

Economic – UMS can shape Maine's future economy by investing in initiatives to drive new job and industry growth while producing a credentialed workforce to meet those needs. Within its current academic portfolio, the System can address the immediate needs of healthcare and education worker shortages while planning to meet future needs.

Research – UMS's current assets and expertise are well-positioned to broadly address federal research priorities in areas like climate change, technologies that support economic resilience such as biobased alternatives, and artificial intelligence that are also in alignment with the Maine Economic Development Strategy through 2029.

Financial – The decline in tuition revenue combined with aging infrastructure, and annual state appropriations negatively impacted by inflation, UMS will benefit from careful, strategic resource planning that enables the System to flex to meet changing supply and demand over the next decade.

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Themes to Date: Internal Stakeholders



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Themes to Date: External Stakeholders

Strengths to Leverage & Strategic Priorities

- **Workforce** – Stakeholders believe that UMS should lead efforts to fulfill the current and future workforce needs of the state in partnership with employers, state leaders, and advocacy groups by leveraging their varied academic assets to meet workforce needs.
- **Economy** – UMS should align its strategic priorities to the state economic development plan and translate its intellectual property in R&D to attract business to Maine. They should continue to leverage the rural universities as economic anchors.
- **Student Success** – Leverage technology and Unified Accreditation to establish clear and easily navigable pathways to completion for learners at all stages of their degree or credential attainment.

Role of the System

- **Vision & Branding** – Stakeholders universally identified the need for a compelling vision and identity that establishes an unmistakable brand for UMS as a unified system composed of distinct universities.
- **Fiscal Sustainability**- The system office should be responsible for fiscally sustaining the system while focusing on collaboration, partnership, and advocacy internally and externally.

Challenges

- **Communications** – Stakeholders desire consistent, transparent communication between UMS and its partners to foster trust and achieve statewide economic, workforce, and community development objectives. Additionally, UMS must communicate its impact, value, and successes to garner greater fiscal and nonfinancial investment from its citizens.
- **Collaboration** – Stakeholders noted that the system must work collaboratively towards a common set of goals, shift the culture to compete externally, and strategically distribute programs of strength across the system where they are executed most effectively.

Example Goals by Priority Area

Based on stakeholder feedback, dialogue with the Board Committee, Presidents Council and Strategic Planning Working group, Huron developed an illustrative taxonomy of priorities and goals. Priorities are defined as key areas of activity to help UMS realize their vision and goals are the outcome UMS is trying to achieve.

Example Priority Area	Example Goals
Access, Affordability, & Learner Success	<ul style="list-style-type: none"> • Build a pipeline to education with multiple points of entry in Maine that extends from birth to retirement years to improve the lives of all Mainers • Offer Maine learners access to a high-quality university education regardless of their financial situation • Close gaps to improve student outcomes e.g., retention, persistence, completion rates, that will provide learners with the tools to thrive in the 21st-century workforce
Academic Innovation & Collaboration	<ul style="list-style-type: none"> • Boldly innovate undergraduate, graduate and lifelong education for a dynamic, digital, and global future • Build on the UMS culture of collaboration by investing in infrastructure that propels innovation through joint endeavors • Make the state of Maine an attractive place to live, learn, and work by leveraging the state of Maine assets through academic, research, and experiential learning opportunities
Workforce & Economic Development	<ul style="list-style-type: none"> • Drive economic development through the alignment of educational opportunities with state and global workforce needs • Create a clear and supported pathway to a credential of value for every Maine citizen
Interdisciplinary Research	<ul style="list-style-type: none"> • Evolve a collaborative and interdisciplinary research culture that advances innovative practices in learning, research, discovery, and knowledge transfer • Maximize research investment to attract new industries and talent to Maine
Financial Sustainability	<ul style="list-style-type: none"> • Ensure the financial strength of the System through sustainable and leading-edge financial models supported by effective financial management practices

Example Goals by Priority Area

Based on stakeholder feedback, dialogue with the Board Committee, Presidents Council and Strategic Planning Working group, Huron developed an illustrative taxonomy of priorities and goals. Priorities are defined as key areas of activity to help UMS realize their vision and goals are the outcome UMS is trying to achieve.

Example Priority Area	Example Goals
Operational Excellence	<ul style="list-style-type: none"> Optimize delivery of programs and services through the systemwide implementation of best practices that maximize resources Make UMS a top destination to learn, work, research, and thrive by strengthening and strategically positioning our brand Maximize our physical assets to expand access to educational opportunities to all Maine citizens Develop a compelling, clear-cut brand for UMS as a unified system composed of distinct universities
Financial Sustainability	<ul style="list-style-type: none"> Ensure the financial strength of the System through sustainable and leading-edge financial models supported by effective financial management practices
Diversity, Equity, & Inclusion	<ul style="list-style-type: none"> Attract, develop, and retain diverse, highly productive, talented and motivated professionals and students who embody our core values and commit to a culture of equity and inclusion Optimize the use of existing physical and technological infrastructure to provide an inclusive and accessible place to live, learn, and work
Environmental Sustainability	<ul style="list-style-type: none"> Become a national leader in sustainability standards across research, teaching, and scholarship Prepare graduates to make tangible, positive contributions to addressing the world's environmental challenges

Are these the right preliminary Strategic Priorities and goals for the system's next strategic plan?

Are there any important priorities that are not yet sufficiently emphasized or still missing?

Appendix



Stakeholder Engagement

Internal Stakeholders	
<ul style="list-style-type: none"> • Jeff St. John, <i>UMS Associate Vice Chancellor Accreditation and Strategic Initiatives</i> • Dan Demeritt, <i>UMS Senior Executive Director of Marketing and Communications</i> • Ryan Low, <i>UMS Vice Chancellor for Finance and Administration</i> • Rosa Redonnett, <i>UMS Associate Vice Chancellor Student Success and Credential Attainment</i> • Robert Placido, <i>UMS Vice Chancellor Academic Affairs & Carolyn Dorsey, Associate Vice Chancellor Academic Affairs</i> • Joan Ferrini-Mundy, <i>UM/UMM President & UMS Vice Chancellor Innovation,</i> • UMS Admin/Finance Focus Group (General Counsel, CIO, CHRO, DOE, VC Finance) 	<ul style="list-style-type: none"> • Joe Szakas, President, University of Maine Augusta • Edward Serna, President, University of Maine Farmington • Deb Hedeon, President, University of Maine Fort Kent • Ray Rice, President, University of Maine Presque Isle • Glen Cummings, President, University of Sothern Maine • Leigh Saufley, President, Maine Law • University and Law School Cabinets • Student, Staff, and Faculty Focus Groups at each university and Law School
External Stakeholders (To Date)	
<ul style="list-style-type: none"> • VisionPoint Marketing • Heather Johnson, <i>Commissioner, ME Dept. Economic/Community Development</i> • Greg Powell, <i>CEO Harold Alfond Foundation</i> • John Diamond, <i>President and CEO, UM Alumni Association</i> • Nate Wildes, <i>Executive Director, Live+Work Maine</i> • Clif Greim, <i>Board Chair, Maine State Chamber of Commerce</i> • Martha Johnston, <i>Director of Education, FAME</i> • Jason Judd, <i>Executive Director, Educate Maine</i> 	<ul style="list-style-type: none"> • Rep. Rebecca Millett, <i>House District 30, Cumberland County</i> • Rep. Teresa Pierce, <i>House District 44, Falmouth (part)</i> • Rep. Paul Stearns, <i>House District 119, Piscataquis County</i> • Janet Sortor, <i>VP & CAO, Maine Community College System</i> • Jared Cash, <i>President/CEO, Mitchell Institute</i> • Wendy Ault, <i>Executive Director, MELMAC</i> • Economy Focus Group #2 (<i>upcoming</i>) • Employer Focus Group (<i>upcoming</i>)

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Stakeholder Themes: Comparison

Themes	Internal	External
Strengths	<ul style="list-style-type: none"> • State of Maine Assets • Signature Attributes • Research & Development • Economic & Cultural Engines 	<ul style="list-style-type: none"> • Administrative Integration • Existing Collaborations • Connectedness • Affordability
Challenges	<ul style="list-style-type: none"> • Fiscal Sustainability • UMS Brand • Internal & External Competition • Communication & Trust 	<ul style="list-style-type: none"> • Scale & Scope • Demographic Declines • Campus Autonomy vs. "One University" • Culture & Collaboration
Strategic Priorities	<ul style="list-style-type: none"> • Research & Economic Development • Retention, Persistence, Completion • Cost- Efficiency • Aging Infrastructure • Workforce Development • Cross-Collaboration 	<ul style="list-style-type: none"> • Leverage Unique Assets of Maine • Academic Innovation • Adult Market
Role of the System Office	<ul style="list-style-type: none"> • Governance & Shared Resources • State Advocacy for Higher Education • Statewide Objectives/Local Solutions 	<ul style="list-style-type: none"> • Unified Accreditation

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We will facilitate dialogue with stakeholders about the future state vision, taking into account university-specific and system-wide perspectives.

Sample Questions used in stakeholder engagement

In what areas should the System be out in front and "pulling," while the institutions follow directives/guidance? In what areas should the institutions be taking the lead, while the System supports?

What are the System's greatest strengths and challenges, from your perspective? What challenges within the System has the pandemic made more acute? What trade-offs and decisions would enable the System to best play to its strengths?

How do we ensure we are creating a strategic plan that is flexible yet pointed enough for all System institutions to execute on?

“Buy-in” is established through **solicitation** of input, **demonstration** that input was incorporated, and **socialization** of frameworks



Diverse and broad engagement to understand current state and generate ideas for the future

Examples: survey tool; focus groups; website comment box



Communication in response to stakeholders that offered their input during the solicitation process;

Examples: focus groups and presentations



Final round of feedback from relevant members and beginning creative ideation for implementation

Example: townhalls

Managing an Enterprise Growth Portfolio

