

Board of Trustees
Strategic Planning Committee

November 2, 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

Opening Remarks from Committee Chair

Tab 1 – [Discussion with Huron Consulting regarding Strategic Planning](#)

- Review project timeline and strategic plan guiding principles
- Share themes from fall visits and discuss core, adjacent and new growth opportunities
- Review Unified Accreditation guiding principles and NECHE outcomes as we prepare for Board Retreat

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: Discussion with Huron Consulting regarding Strategic Planning

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 November 2nd for a discussion on the following items:

- Review project timeline and strategic plan guiding principles
- Share themes from fall visits and discuss core, adjacent and new growth opportunities
- Review Unified Accreditation guiding principles and NECHE outcomes as we prepare for Board Retreat

10/27/2022



UMS Strategic Planning

Board Strategic Planning Committee: November



NOVEMBER 2022

huronconsultinggroup.com

Agenda

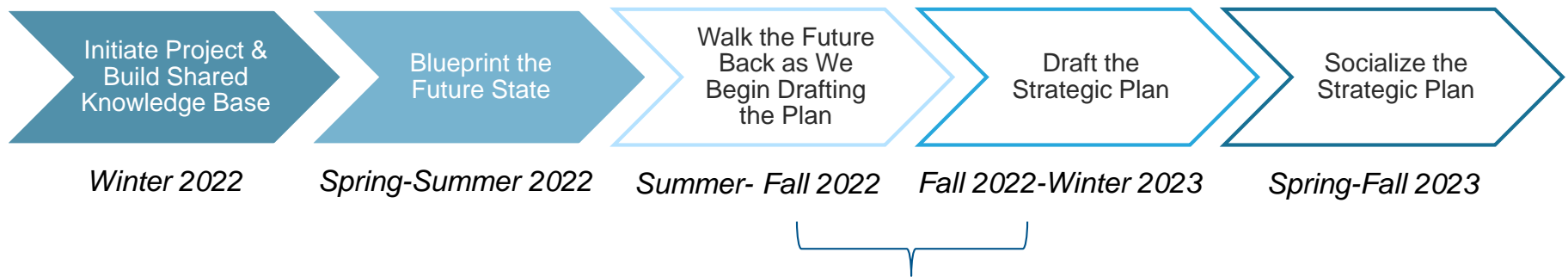
Topic	Duration
Topic 1: Review project timeline and strategic plan guiding principles	10 minutes
Topic 2: Share themes from fall visits and Discuss Core, Adjacent, and New Growth opportunities	60 minutes
Topic 3: Review Unified Accreditation guiding principles and NECHE outcomes as we prepare for Board retreat	20 minutes

Topic 1

Review project
timeline and strategic
plan guiding
principles



Strategic Planning Timeline Update



Fall 2022 Activities

- Return to each university community to continue the dialogue and engage more deeply following the spring university visits
- Assess emerging priorities and initiatives to identify gaps
- Develop universe of strategic options and test hypotheses
- Draft emerging strategic plan pillars
- Facilitate November Board Committee & President's Council meetings
- Participate in December Board retreat

Guiding Principles for Strategic Planning Process

The following principles were co-created by the Board Strategic Planning Committee, President's Council and the Strategic Planning working group in Spring 2022.

1. Be **student-centric** and further the System's missions of teaching, learning, service, and research
2. Express values of **sustainability, quality, affordability, relevancy, and diversity, equity, and inclusion** in all we do
3. Align with the **State of Maine's needs and priorities** in system opportunity identification, prioritization, and implementation. Base decisions on facts and projections of the higher education and R&D market
4. Be **candid** and willing to make **bold decisions** that are **based in objective data** which **balance the current and future interests** of our students, faculty, and staff in a cost-effective manner
5. Declare a System vision that **heightens each university's strengths** while maximizing opportunities for **collaboration** toward a cohesive whole
6. Leverage unified accreditation as a **tool** for achieving systemwide benefits and adhere to the UA guiding principles
7. Address **aging facilities and organizational infrastructure** through a lens of **efficiency, accessibility, and modernization** that preserves our history while supporting future strategic initiatives
8. Seek **input from a diverse and broad set** of UMS stakeholders
9. Foster a **culture of innovation and collaboration and communicate transparently** about the strategic planning process

As we begin to conceptualize emerging priority areas, it is important to keep these principles in mind.

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Topic 2

Share themes from fall visits and Discuss Core, Adjacent, and New Growth opportunities



Emerging Strategic Priorities (prior to fall visits)

During the fall university visits Huron tested the emerging priorities (below) with stakeholders to assess their validity as the “right” priorities for the System.



Academic Innovation & Collaboration



Access, Affordability, & Learner Success



Diversity, Equity, & Inclusion



Environmental Sustainability



Financial Sustainability



Interdisciplinary Research



Operational Excellence & Infrastructure

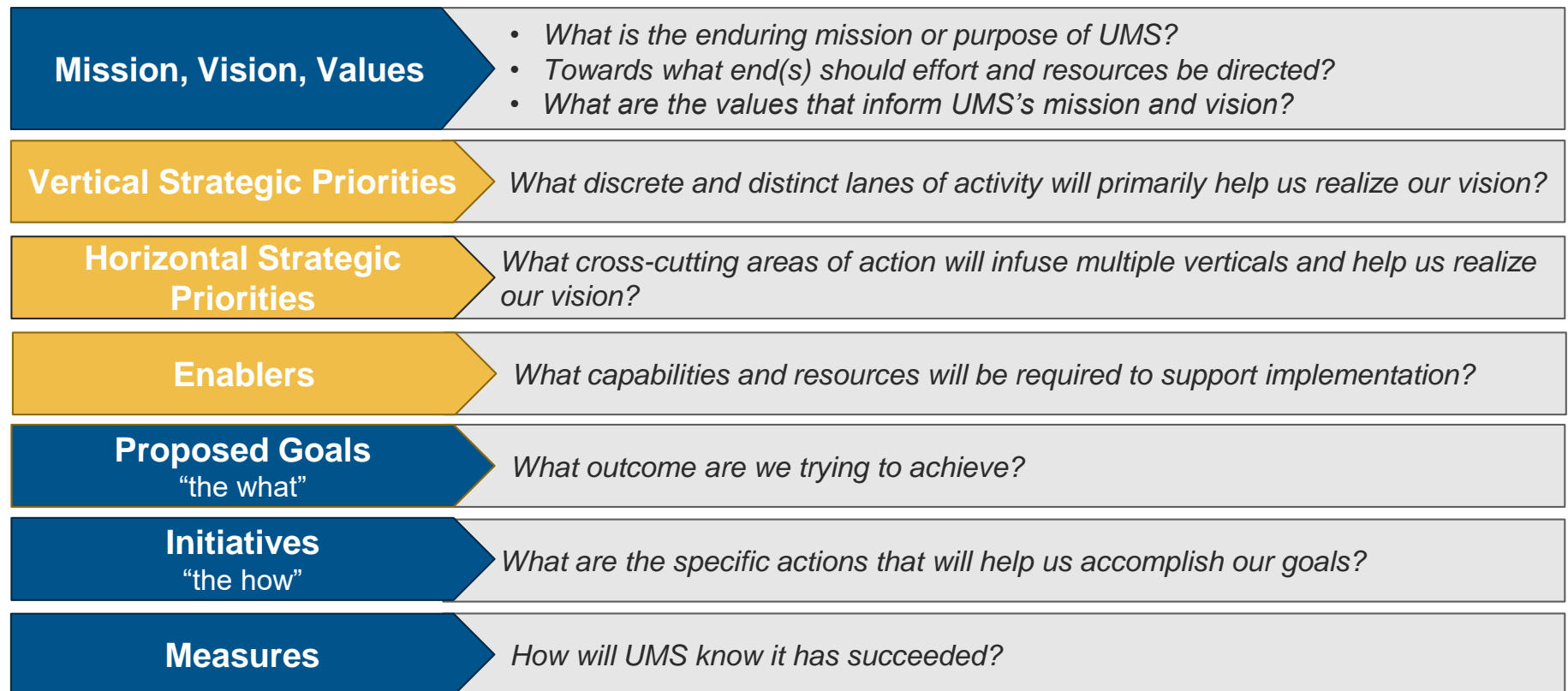


Workforce & Economic Development

These eight priorities emerged through stakeholder engagement from February to August. As depicted on the following slides, these priorities will be further refined through fall visits.

Strategic Plan Components

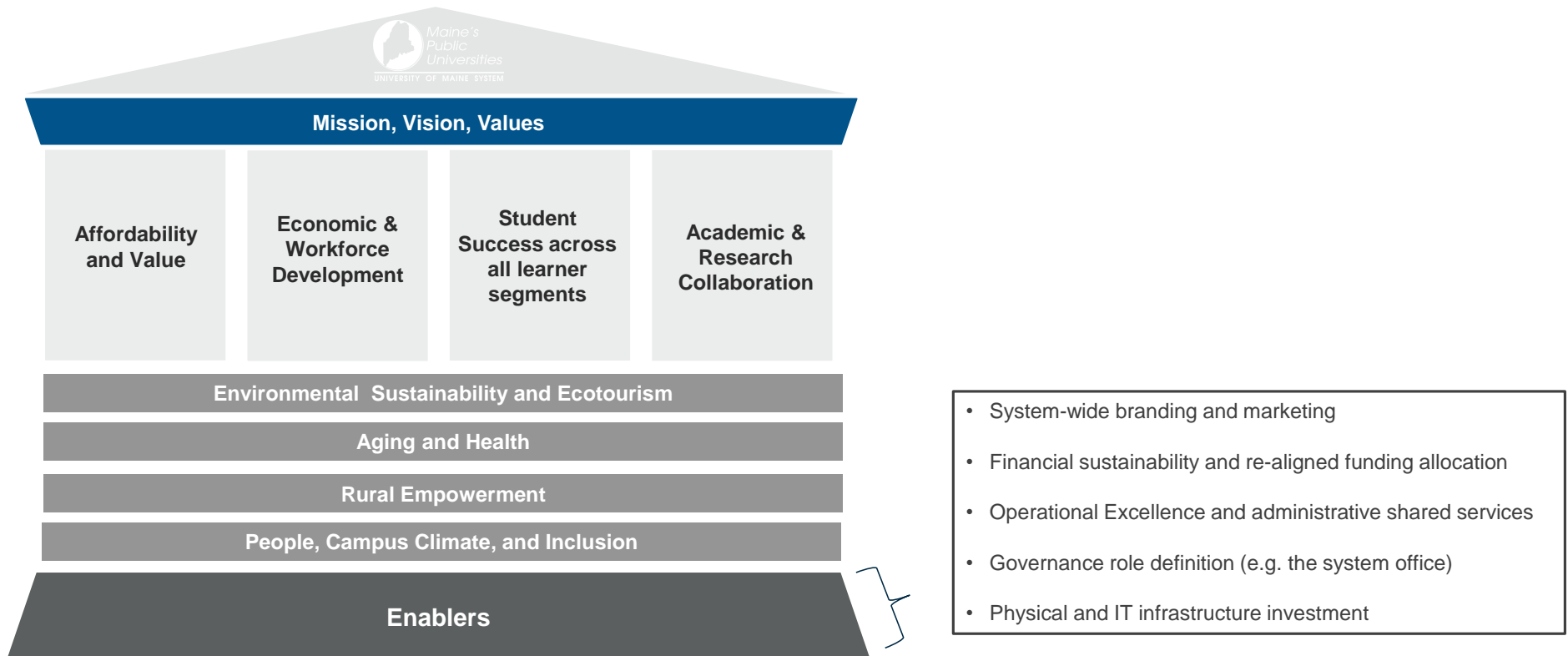
Strategic plans are commonly structured around the following elements, and the content of a plan can be populated by addressing the key questions associated with each element. Today, we will review the emerging priorities (horizontal and vertical) and enablers.



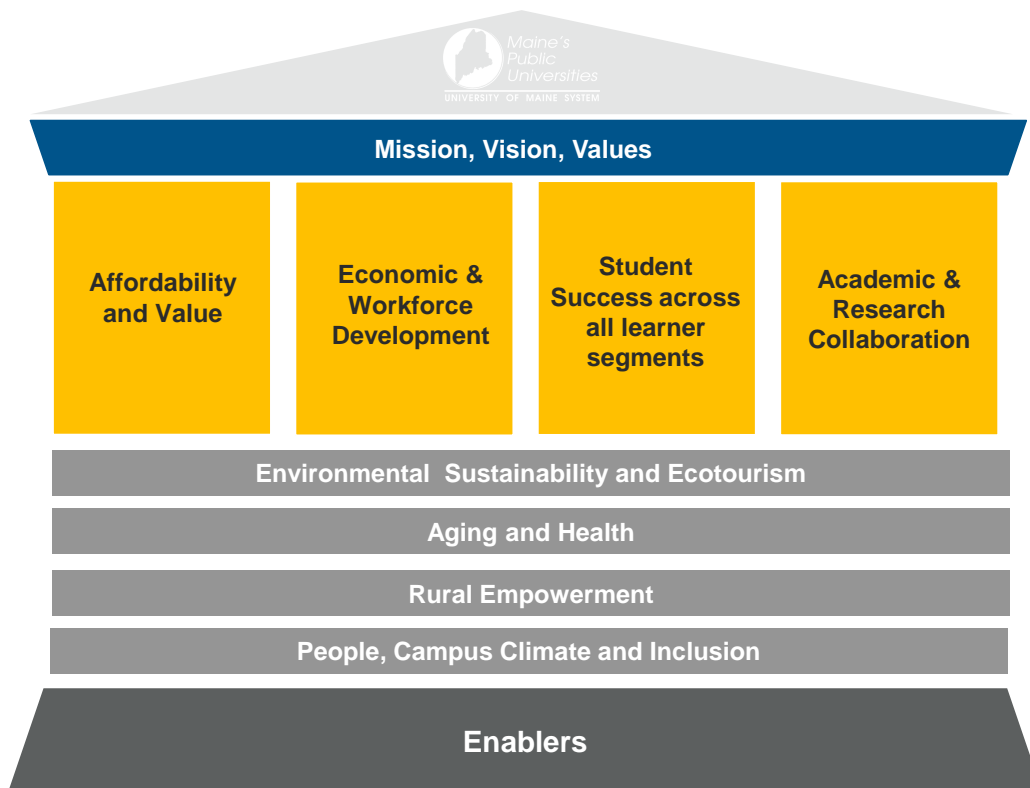
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Emerging Strategic Priorities (with fall visit feedback)

As of 10/26 (date of publication of this material), Huron visited 5 universities and have reflected feedback related to the emerging priorities.



Emerging Strategic Priorities: Vertical Pillars

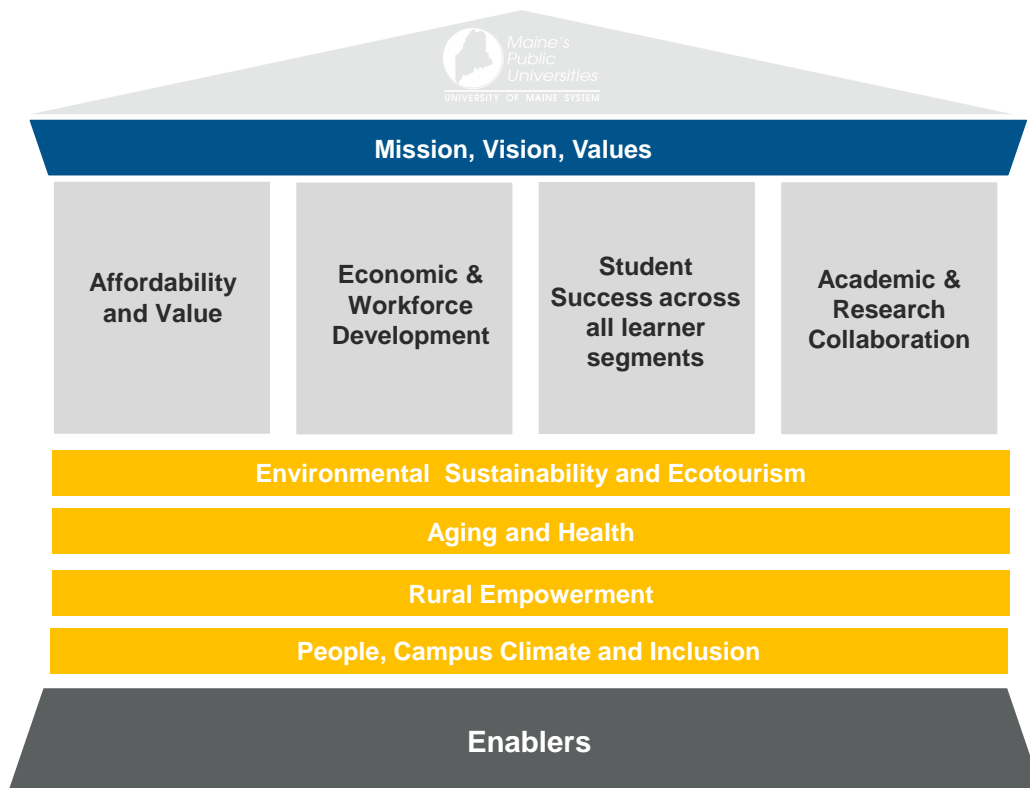


Fall Visit Themes

- **Affordability** is a signature strength of UMS that should be maintained. The **value and quality of a UMS degree** could be articulated more broadly, especially to Maine high school students that do not see higher education as a pathway
- The system can support the State's **economic development objectives** by attracting new industry to Maine or creating an innovative solution to address Maine's transportation challenges. Equally, **Workforce development**, especially with Maine's aging population, is a critical issue. UMS can create a system-wide approach to **understand needs of employers** and align academic programs accordingly
- Some express that improving **retention and graduation rates** of all learners should be UMS' #1 priority. Students voiced possibility of leveraging best practices of campus mental health services system-wide
- **Academic and research collaboration**, as enabled by Unified Accreditation, can be a differentiator if faculty incentives are in place and if student outcomes remain at center

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Emerging Strategic Priorities: Horizontal Pillars

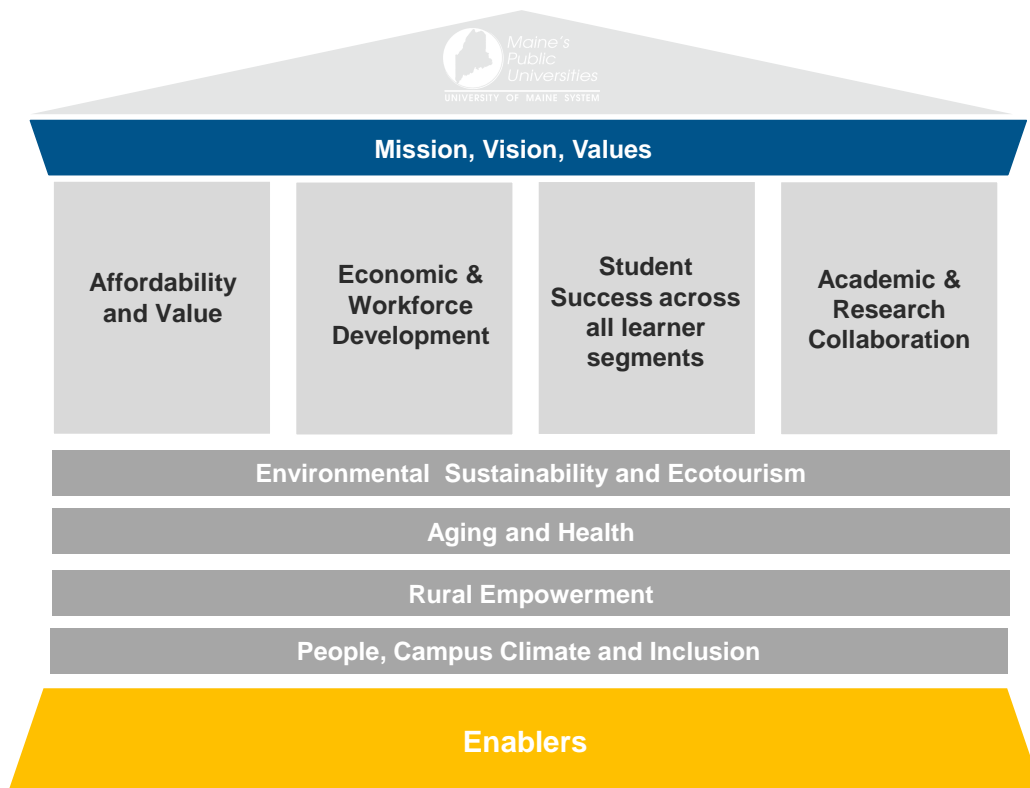


Fall Visit Themes

- **Environmental Sustainability:** Eco-tourism and hospitality could be the system focus that best leverages Maine’s strengths
- **Aging and Preventative Health:** Given Maine’s standing as the nation’s oldest state with a high proportion of adults over 65, UMS is uniquely positioned to support research, life-long learning opportunities, and community health initiatives for all ages
- **Rural Empowerment:** The majority of the State’s population resides in a rural community. UMS can drive economic and community development, research and innovative student success initiatives in rural populations
- **People, Campus Climate and Inclusion:** Stakeholders desire appropriate market compensation and a welcoming, cohesive community; faculty want release time to focus on collaboration; staff voice frustration in intangible burdens of poorly implemented shared services. Desire for greater inclusion of communities on campus and new populations of Mainers entering the state.

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Emerging Strategic Priorities: Enablers



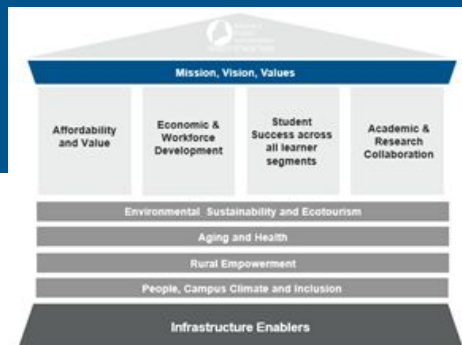
Fall Visit Themes

- **System-wide branding and marketing** that articulates the strengths of each university is consistently referenced as an area for improvement
- **Financial sustainability:** Stakeholder desire a re-aligned and **equitable funding allocation** model that supports collaboration and drives strategic priorities
- **Operational Excellence**, including more service-oriented administrative shared services. Stakeholders are **pleased with IT**, see **improvements needed with HR and procurement**, and could imagine IR, Advancement, and Library shared services beginning
- **Governance structure and decision authority:** Stakeholders see a need for improved **clarity in roles and responsibilities (e.g. role of the system office, role of Board of Visitors)** to support an effective system governance structure
- **Infrastructure Investment:** Stakeholders desire baseline **physical plant improvements** to support student recruitment, retention, and accessibility

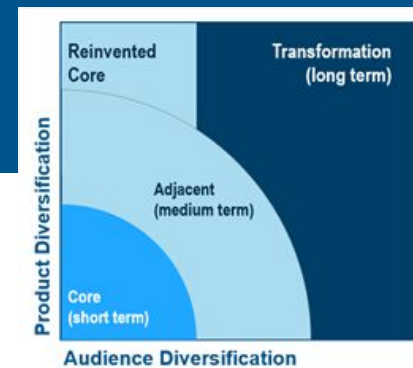
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Creating a differentiated and unique strategic plan

While important to align on the **pillars** of the plan, the goals and initiatives underneath each pillar will **constitute the substance** that drives transformation and differentiation.

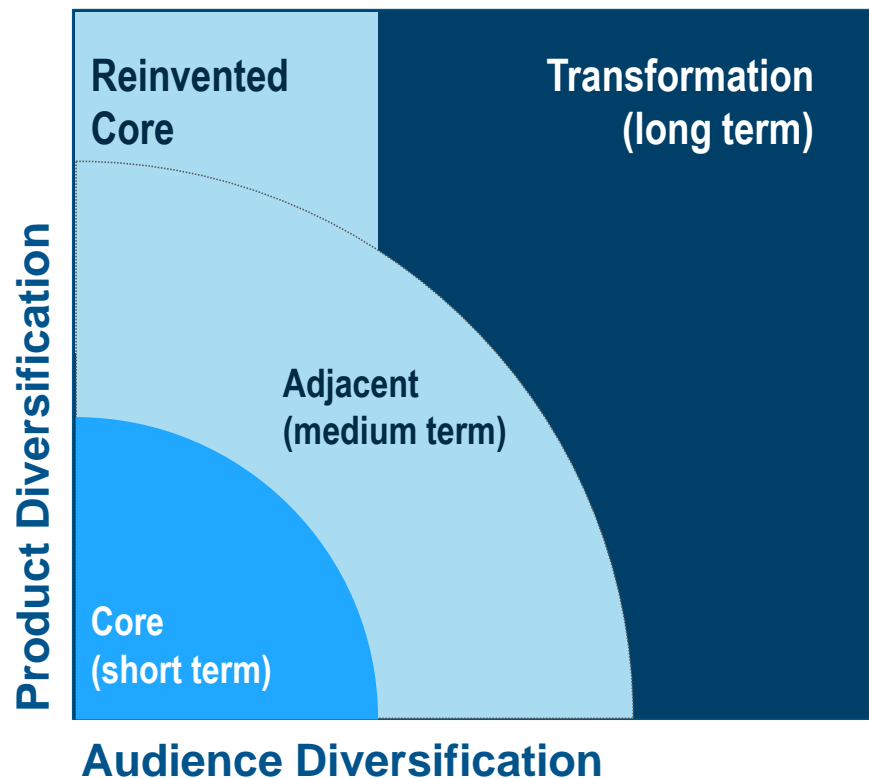


Using our Core, Adjacent, and Transformative framework, we will now gather the Board's perspective on UMS desired **outcomes** in the short-, mid- and long-term.



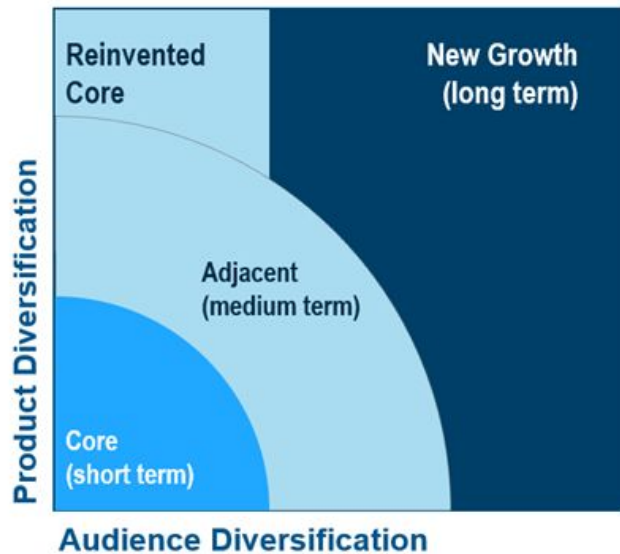
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Managing an Innovation and Growth Portfolio



New Growth	<ul style="list-style-type: none"> Transformational change that represents expansion based on acquired or developed programs and competencies that did not historically exist
Adjacent	<ul style="list-style-type: none"> Branching out to adjacent disciplines and competency areas Expanding to new (interdisciplinary) areas at the spaces between existing disciplines
Core	<ul style="list-style-type: none"> Fortifying or modernizing existing programs and competencies Stop / sunset what no longer drives stakeholder value

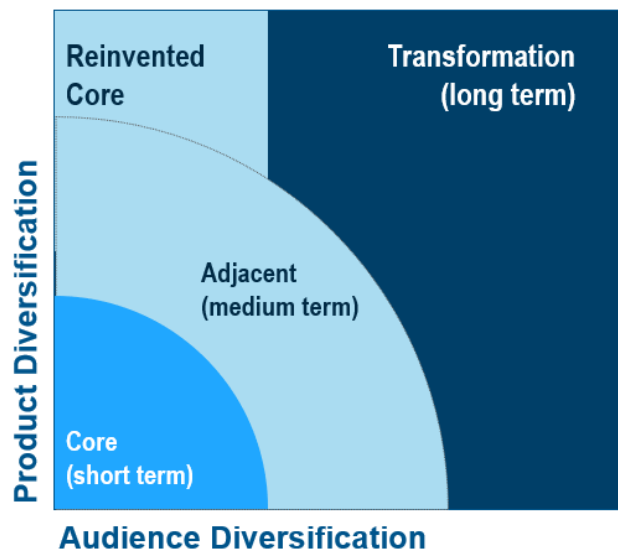
Managing an Innovation and Growth Portfolio: UMS



Transformation	
Adjacent	
Core	<ul style="list-style-type: none"> • Maintain affordable tuition to enable access to and demonstrate the value of a postsecondary education • Improve retention and completion outcomes to meet both national and peer group benchmarks • Continue academic collaborations in areas like health, nursing and education to meet Maine’s labor market shortages • Assess and align current academic portfolio to match future system-wide priorities and state economic development needs

Note: All ideas are emergent

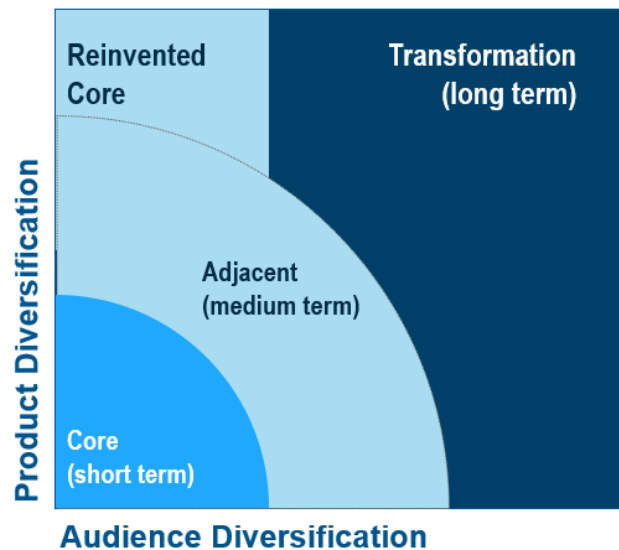
Managing an Innovation and Growth Portfolio: UMS



Transformation	
Adjacent	<ul style="list-style-type: none"> Expand adult learner audience through online delivery of degree programs and nondegree credentials. Potential to extend YourPace system-wide or coordinate online activity to a single entity to distribute online courses to new learner segments and/or geographies Leverage success of existing administrative shared services (e.g., IT) to enable highly coordinated cost-efficiencies across system to sustain each university in its local community Expand R&D activity through diversification of research opportunities that align with State's needs and student outcomes Focus on rural community development research and applied practices by leveraging relevant program assets Strategically expand educational opportunities to communities that border Maine to increase research, experiential learning, community-engaged scholarship, and relationships with industry Expand university centers and/or cooperative extension sites as access points for educational opportunities and community engagement from pre-K to lifelong learners
Core	Note: All ideas are emergent

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Managing an Innovation and Growth Portfolio: UMS



Transformation	<ul style="list-style-type: none"> Establish UMS as a leader in environmental sustainability and ecotourism in impactful sustainability-related research and scholarship. Advance a systematic, highly coordinated effort to partner with industry to drive economic development for the State (e.g. become a collaborative “superhighway” between Canada and New England) <div style="border: 1px dashed red; padding: 10px; margin: 10px 0; color: red; text-align: center;"> <p><i>Given the small number of transformative ideas surfaced to date, we will spend time during today’s meeting asking the Board to identify additional potential opportunities.</i></p> </div>
Adjacent	Note: All ideas are emergent
Core	

Discussion Questions

1. Are we content with the hypothesis developed thus far or are there gaps we need to address? What revisions might you make to the core and adjacent opportunities?
2. What additional Transformative opportunities should be considered?
3. How do we balance the initiatives that call for collaboration among the universities and law school and those that may be achieved independently?

Topic 3

Review Unified Accreditation guiding principles and NECHE outcomes as we prepare for Board retreat



Unified Accreditation Guiding Principles

The Unified Accreditation principles create bounds for how the future system will operate. As we create a vision for the future system and system office, it is critical to keep these principles top of mind.

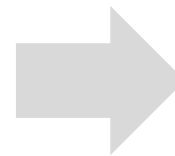
- 1 • **Preserve** academic, financial, and administrative operations of UMS universities
- 1 • **Relieve individual campuses of burden** of each complying with their own NECHE standards
- 2 • **Faculty will retain all rights** to academic freedom and shared governance to develop academic policy, curriculum and faculty appointment, promotion and tenure standards on their campus
- 3 • UMS will **follow existing collective bargaining agreements** and bargain in good faith with employees' representatives to achieve unified accreditation
- 4 • **UMS universities will remain where they are**, preserving all existing multi-campus arrangements and not merging or closing campuses
- 4 • UMS Presidents will preside over their respective universities
- 5 • UMS will **maintain independent IPEDS reporting and financial aid eligibility** at each university
- 5 • UMS will be responsible for complying with NECHE standards but will delegate substantial authority back to its universities
- 6 • UMS will pursue unified accreditation **transparently**
- 7 • UMS University Presidents will maintain and manage their current accreditations and correspondence with NECHE and work with UMS Chancellor to determine **appropriate transition plans**
- 8 • UMaine will **maintain its land, sea, and space grant statuses and each University will retain its Carnegie** and related national classifications

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NECHE Exit Report and Strategic Plan Implications

NECHE Standard 3: Organization and Governance

1. Need for greater clarity on roles, responsibilities, and **decision authority**.
2. While collaboration is encouraged, current metrics **continue to foster competition**
3. The **faculty role in governance** is identified as an area of concern deterring progress. [The Council] needs to engage faculty and develop a charter that is clear and agreed upon.



Preview of Board Retreat Discussion Question

What future system governance structure will address challenges related to decision authority, governance, and competition? How should this be articulated in the new UMS strategic plan?

Preparation for Board Retreat

What types of analysis would be useful for Huron to prepare around system governance prior to the retreat?

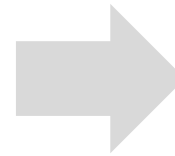
Findings from NECHE Fall Visit Exit Report

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NECHE Exit Report and Strategic Plan Implications

Standard 7: Institutional Resources

1. **Unified accreditation** offers significant value through the sharing of resources. Stronger System-led processes are needed to realize unified accreditation's promise.



Preview of Board Retreat Discussion Question

How can we ensure UMS is sufficiently leveraging unified accreditation as a tool to achieve the strategic plan's priorities?

Preparation for Board Retreat

For Board members that have not been involved in strategic planning or Unified Accreditation conversations to date, how might we best educate them prior to the retreat?

Findings from NECHE Fall Visit Exit Report

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