

Board of Trustees  
**Strategic Planning Committee**

January 18, 2023 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**

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

- Review December survey reflection questions and timeline for Committee meetings for remainder of year
- Discuss and align on a revised vision statement and review proposed values
- Review emerging strategic priorities and rationale; make an initial recommendation for writing team

**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 January 18th for a discussion on the following items:

- Review December survey reflection questions and timeline for Committee meetings for remainder of year
- Discuss and align on a revised vision statement and review proposed values
- Review emerging strategic priorities and rationale; make an initial recommendation for writing team

1/9/2023



# UMS Strategic Planning

January Strategic Planning Board Committee Meeting Facilitation Material



JANUARY 2023

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

# Agenda

Topic	Duration
<b>Topic 1:</b> Review December survey reflection questions and timeline for Committee meetings for remainder of year	30 minutes
<b>Topic 2:</b> Discuss and align on a revised vision statement and review proposed values	30 minutes
<b>Topic 3:</b> Review emerging strategic priorities and rationale; make an initial recommendation for writing team	30 minutes

# Topic 1

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December 2022  
Survey Results and  
Timeline



# December Survey Results

**Question 1:** What was the most important thing you learned during December discussions?

Opportunities	Challenges	Other
<ul style="list-style-type: none"> <li>✓ <b>Creative, collaborative solutions</b> are required for UMS to be sustainable</li> <li>✓ UMS can be <b>successful</b></li> <li>✓ Need for UMS to <b>tell our stories</b> to the public</li> <li>✓ Willingness to have hard conversations while <b>grounded in political and financial realities</b></li> <li>✓ Board and senior staff are <b>committed to a collaborative process</b></li> <li>✓ Affirmed that the <b>guiding principles of UA are solid</b></li> <li>✓ <b>Consensus</b> on where we are headed</li> <li>✓ Tremendous amount of <b>amazing, ongoing work</b> despite bleak outlook</li> </ul>	<ul style="list-style-type: none"> <li>✓ Must <b>address the governance issues</b></li> <li>✓ Identify the steps to take to be <b>financially prudent without reducing the quality of programs</b></li> <li>✓ <b>Lack of positive messaging</b> to the citizens of Maine about UMS</li> <li>✓ Growing consensus that the <b>Board</b> must take on a more <b>active role on policy in public meetings</b></li> <li>✓ A <b>strategic plan means different things to different people</b> which may challenge us going forward</li> </ul>	<ul style="list-style-type: none"> <li>✓ There is <b>no “right way”</b> to do this</li> <li>✓ How Northeastern planned its <b>expansion</b></li> <li>✓ Significant <b>cost of wages and fringe benefits</b></li> </ul>



Note: As of 1/3/23, we received 14 survey responses to the December leadership survey.

# December Survey Results

## Question 2: What questions remain to be answered that should drive the Board Strategic Planning Committee's future work?

### Planning Process:

1. Clear **definition of roles and responsibilities** for the Board Strategic Planning Committee, Writing Group, Executive Steering Committee, Strategic Plan Working Group, Chancellor and Board of Trustees.
2. How to create a strategic plan that **empowers all institutions** in the UMS?
3. How to create a **plan that every campus can feel part of** the effort, and the ability to impact the goals of the strategic plan in a positive manner?
4. How can we **change the mindset** from investing in fiscal needs, to investing in opportunities across the UMS?
5. How detailed and specific (or not) should the plan be? How **many specific measurable goals** to include to measure success?
6. How specific to be about the **challenges faced by the smaller campuses** and a plan to deal with those challenges?
7. **How will decisions be made, and by whom?** What is the **vision for the system** in 5, 10, 15 years?

### Unified Accreditation and Role of System Office:

1. What are the **obstacles with UA** that need to be identified and addressed?
2. How will **UA drive cost reduction**? Is it possible to quantify?
3. How detailed will we be in weighing **"Systemness" vs. individual university autonomy**?
4. What will happen to the universities that are part of the system?
5. How **to link the NECHE report** with the strategic plan, specifically related to "system" work that needs to be identified and tasked?

### Budget/Finance:

1. What are the **distinct missions** of each campus? How will we make **tough choices about the budget**? How much **administrative overhead** do we need?
2. How to manage the **high cost of benefits**?
3. Are we committed to the geographical location of the campuses? If so, how do we **plan for effective centralization** while remaining committed to individual universities?

### External Focused:

1. How to address the **competitive environment in Maine**, including the long-term relationship with MCCA?
2. What is best way to get **support from Governor and Legislature**?

*Note: Huron will work with the Chair of the Strategic Planning Board Committee and UMS leadership to determine how best to structure these items in future meetings.*

# Today's Conversation in Context of Future Committee Meetings and Writing Team's Activity





# Topic 2

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Discuss Vision and Values



# Strategic Plan Components

Strategic plan documents often have a common set of features including a vision and targeted set of priorities.

<b>Mission</b>	What is the enduring mission or purpose of UMS?
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<b>Initiatives</b> "the how"	What are the specific actions that will help us accomplish our goals?
<b>Measures</b>	How will UMS know it has succeeded?
<b>System Office Commitments</b>	What areas of focus should the system office lead and resource to implement the strategic plan?

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## Draft Vision Statement

The University of Maine system develops critical thinkers who can adapt to a changing world to solve problems with new solutions- locally, nationally and globally. As the first-in-nation system to achieve a single system accreditation, University of Maine System faculty, staff, and students set a standard for academic collaboration and innovation that produces exemplary outcomes that benefit the great state of Maine and beyond. Dynamic partnerships in scholarship and research drive the State's economic and workforce development objectives and increase economic opportunity. By fostering independent, civic-minded people, the University of Maine System improves the quality of life for all Mainers.

The draft vision statement was composed based on feedback provided after UMS leaders reviewed sample draft vision statements.

# University System Core Values Examples

			
<p><b>Impact</b> We strive to improve the educational landscape through innovative methods and actionable results.</p> <p><b>Excellence</b> We seek to generate high-quality research, evaluation, and data infrastructures.</p> <p><b>Partnerships</b> We are committed to strong, collaborative program partnerships.</p> <p><b>Equity</b> We push for equity through our work, relationships, and workplace culture.</p> <p><b>Curiosity</b> We are an active learning community that cultivates intellectual curiosity.</p> <p><b>Teamwork</b> We are a supportive community that harnesses our collective expertise to achieve excellence.</p>	<p><b>Respect</b> for the rights, differences, and dignity of others</p> <p><b>Honesty, integrity, openness, and transparency</b> in all dealings</p> <p><b>Freedom of inquiry</b>, deliberation, and expression</p> <p><b>Conscientious service</b> to the citizens, communities, and state of New Hampshire</p> <p><b>Accountability</b> for actions, performance, and conduct</p> <p><b>Collective responsibility</b> for the health, safety, and well-being of all</p>	<p>An <b>entrepreneurial</b> attitude, while consistently demonstrating <b>fiscal responsibility</b> and resourcefulness. A passion for <b>excellence</b> and a commitment to continuous quality improvement. A willingness to <b>collaborate</b> and work with others in an environment of respect and trust. A commitment to <b>open communication</b>, ethical conduct and full <b>accountability</b>. A loyalty to the mission, with a specific emphasis on meeting student needs. An appreciation for <b>diversity</b> and <b>inclusiveness</b>.</p>	<p><b>“Be One UT”</b></p> <p><b>B-</b> Bold and impactful <b>E-</b> Embrace diversity</p> <p><b>O-</b> Optimistic and visionary <b>N-</b> Nimble and innovative <b>E-</b> Excel in all we do</p> <p><b>U-</b> United and connected <b>T-</b> Transparent and trusted</p>

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# Core Values

Values are guideposts that effect behavior and set the standard for organizational culture.

## Inputs to Core Values



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

## Proposed Core Values

- Student-centricity
- Collaboration & Unity
- Innovation & Adaptability
- Sustainability
- Excellence
- Accountability & Transparency

# Topic 3

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Emerging Strategic  
Priorities



# Strategic Plan Components

Strategic plan documents often have a common set of features including a vision and targeted set of priorities.

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# Criteria for Evaluating Priorities

Advantages	
★ Alignment with existing strengths	Builds upon momentum from the prior strategic plan and extends current System strengths
★ Impact on students, faculty, and/or staff	Improves the experience for internal stakeholders
★ Financial impact	Generates significant new revenue
★ Impact on external stakeholders	Provides economic/social value and garners external support
Responsiveness to higher education trends	Positions the System to build momentum in response to higher education trends

Disadvantages	
Competitive landscape	Faces significant competition from peer institutions
Internal barriers	Faces internal obstacles that could hinder activity or growth
Required investment	Requires significant upfront or ongoing investment
Required operational transformation	Requires new capabilities to be developed
Risk potential	Exposes the System to significant financial or reputational risk

★ The Strategic Planning Working group met in May 2022 to arrive at consensus on proposed criteria to evaluate strategic priorities. A star indicates those criteria.

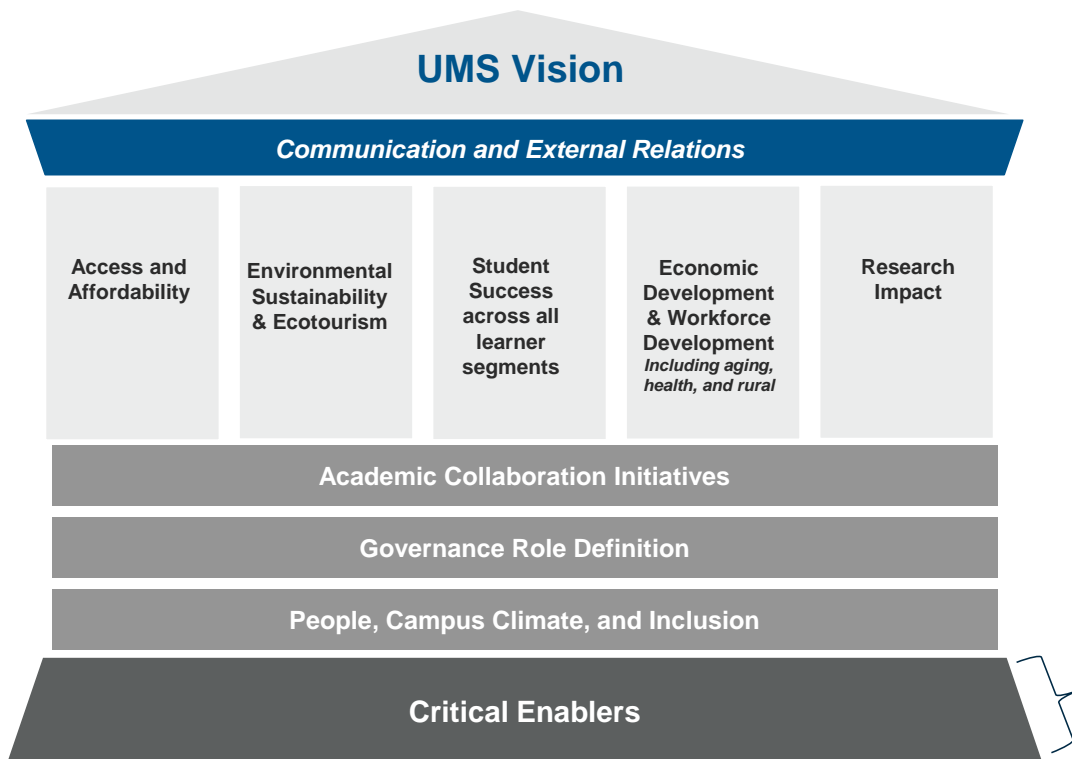


## Emerging Priorities and Rationale

Emerging priorities derived from analysis of themes during stakeholder interviews and focus groups between February-December 2022, governing group engagement, and anonymous feedback provided through the strategic planning website.

Emerging Strategic Priority	Source
<b>Access and Affordability</b>	Raised consistently across stakeholder interviews, President's Council, Board Strategic Planning, and Strategic Planning Working Group
<b>Environmental Sustainability &amp; Climate Change</b>	Raised by stakeholders in 6 out of 7 spring university visits; 7 out of 7 fall university visits
<b>Student Success Across All Learner Segments</b>	Raised consistently across stakeholder interviews, President's Council, Board Strategic Planning Committee, and Strategic Planning Working Group
<b>Workforce &amp; Economic Development</b>	Raised consistently across stakeholder interviews, President's Council, Board Strategic Planning Committee, and Strategic Planning Working Group
<b>Research Impact</b>	Mentioned in ~30% of stakeholder engagements; raised as a key priority in President's Council and Board Strategic Planning Committee and thus elevated as an emerging priority
<b>Academic Collaboration</b>	Raised consistently across stakeholder interviews and intermittently in President's Council, Board Strategic Planning Committee, and Strategic Planning Working Group; NECHE theme reported post-October visit
<b>People, Campus Climate, &amp; Culture of Excellence</b>	Raised consistently across stakeholder interviews, President's Council, Board Strategic Planning Committee, and Strategic Planning Working Group; Culture of Excellence added after December leadership discussions
<b>Partnerships &amp; External Relations</b>	Raised consistently across external stakeholder interviews and during December leadership discussions; intermittently mentioned during fall university visits

# Emerging Strategic Priorities: Reference from 2022



## December 2022 feedback



- Ecotourism may be too narrow to include in core priorities
- Student success, in particular retention and graduation, is a key area for emphasis
- Interest in adding distinct priority around “excellence”

- Re-aligned funding allocation and budget model
- Operational Excellence and administrative shared services
- Physical and IT infrastructure investment




# Preliminary Strategic Priorities & Commitments

After feedback from UMS leadership, we have revised and simplified the framework graphic to be used in communicating priorities. During today's meeting, we would like to obtain initial consensus from the Committee on the below high-level areas.

## Strategic Priorities

-  Access & Affordability
-  **Environmental Sustainability & Climate Change**
-  Student Success Across All Learner Segments
-  Workforce & Economic Development
-  Research Impact

## Keys to Realizing Priorities

-  **Academic Collaboration**
-  People, Campus Climate, & **Culture of Excellence**
-  **Partnerships and External Relations**

## System Office Commitments

\*Bold Indicates revised since December leadership discussions

- Re-aligned funding allocation and budget model
- Operational Excellence & administrative shared services
- Physical and IT infrastructure investment
- Governance role definition
- **Communications, Marketing & Branding**

## Discussion Questions

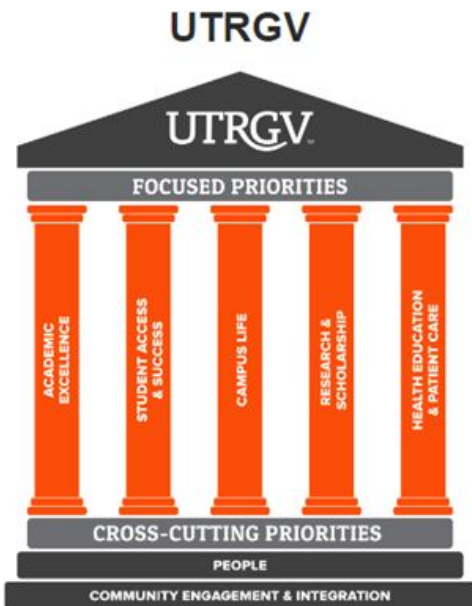
1. The Strategic Plan writing team will begin to outline the plan in the next month. What revisions does the Board Strategic Plan Committee recommend be made to the Strategic Priorities slide before sharing with the writing team?
2. How might UMS generate external support for the evolving priority areas across legislative, community, alumni, and business community partners? How can UMS prioritize both investments and efficiencies needed across the strategic priority areas?
3. How do we show that we do not expect all campuses to be the same and that they can commit to the UMS vision in a distinct way?

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Appendix



# Strategic Plan Framework: Illustrative Examples



## University of Maryland



## Criteria for Evaluating Priorities

The Strategic Planning Working group participated in a workshop in May to consider a set of criteria by which to prioritize goals and initiatives in the strategic planning process.

### Emergent Prioritization Criteria

*During the May working group meeting, Huron facilitated a session to identify criteria to be used for prioritization. The eight criteria below were selected by the working group in alignment with the strategic planning guidelines:*

- Benefit to learners
- Supporting excellence of faculty and staff
- Benefit to State of Maine (ROI)
- Relevant to more than one university and/or supports collaboration
- Potential for new/added revenue
- Economic, workforce, or cultural impact to State
- Creates or enhances simplification of resources
- Alignment to UMS's existing strengths



# UMS Strategic Planning

January Strategic Planning Board Committee Meeting Pre-Read



JANUARY 2023

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# Pre-Read

Strategic Plan  
Component Detail



## *Strategic plan components*

<b>Mission</b>	What is the enduring mission or purpose of UMS?
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## Elements of a Strong Mission Statement

While vision statements change every 5-10 years with the development of a new strategic plan, a mission statement changes less frequently.

- Describes the System's **broad and enduring** purpose
- Uses **concise and clear** language
- Is **compelling**, motivating, and **authentic**
- Does not attempt to capture everything about the institution

**Please see the following slides for the current UMS mission statement.**

## Current Mission Statement

The University of Maine System unites seven distinctive public universities in the common purposes of providing first-rate higher education at reasonable cost in order to improve the quality of life for the citizens of Maine. The System, through its Universities, carries out the traditional tripartite mission—teaching, research, and public service. As a System, it extends its mission as a major resource for the State, linking economic growth, the education of its people, and the application of research and scholarship.

The University of Maine System Board of Trustees, in consultation with the Chancellor, is the governing and planning body of the University System responsible for developing and maintaining a cohesive structure of public higher education in the State of Maine. As such, the Board has final authority over all matters within its jurisdiction, including all educational, public service, and research policies, as well as all personnel and financial policies. The Board provides leadership on higher education policy within the System and the State, is committed to strengthening the unique characteristics of each University's mission, and advocates aggressively for adequate resources to support the System and its universities.

## Draft Mission Statement (summarized)

The University of Maine System unifies Maine's public universities providing affordable education, public service, and high-impact research to enrich the lives and prosperity of the people of Maine, the nation, the world.

The statement illustrates the roles of the University of Maine System in a concise way and may be considered talking points of the full mission statement as documented in the System Charter.

## Strategic plan components

<b>Mission</b>	What is the enduring mission or purpose of UMS?
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## Public University System Vision Statement

A vision statement in a strategic plan should clearly outline the desired future state and how the System will serve certain audiences to yield intended impacts within a period of time.

- Has a clear **objective** that constitutes a unique contribution to the state
- Identifies **audiences** the System intends to effectively serve
- Describes **priorities** (e.g., education, research, community) that map to audience needs
- Establishes a targeted set of bold and achievable **outcomes** that will benefit audiences
- Details **timing** (e.g., 5-10 years) for realizing the objective

## Draft Vision Statement

The University of Maine system develops critical thinkers who can adapt to a changing world to solve problems with new solutions- locally, nationally and globally.

As the first-in-nation system to achieve a single system accreditation, University of Maine System faculty, staff, and students set a standard for academic collaboration and innovation that produces exemplary outcomes that benefit the great state of Maine and beyond.

Dynamic partnerships in scholarship and research drive the State's economic and workforce development objectives and increase economic opportunity. By fostering independent, civic-minded people, the University of Maine System improves the quality of life for all Mainers.

The draft vision statement was composed based on feedback provided after UMS leaders reviewed sample draft vision statements.



## *Strategic plan components*

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## Inputs to Core Values



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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
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## Proposed Core Values

- Student-centricity
- Collaboration
- Unity
- Innovation & Adaptability
- Sustainability
- Excellence
- Accountability & Transparency

## Strategic plan components

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## Elements of Strong Priorities

Core and horizontal priorities should align with unique system-wide assets and serve a diverse set of stakeholder audiences.

- Is **relevant** to the current moment
- Identifies **unique strengths, assets, or capabilities** that differentiate UMS from other systems
- Articulates the **future benefit** for relevant stakeholders
- Appeals to a **diverse set of audiences**
  - The UMS community
  - Prospective students
  - External partners
  - Alumni and donors

**Please see slides #XX-XX for UMS's proposed core and horizontal priorities.**

## Anatomy of Strategic Priorities

### Priority: Access and Affordability

UMS seeks to deliver an education of value to new and existing learners by providing high-quality academic offerings and co-curricular experiences at an affordable cost by fostering collaboration, expansion of online delivery models, and evolution of learner entry points to the System.

### Goal Statement

*The goal statement takes the overarching vision statement and applies it to a specific strategic priority. It is outcomes-oriented, affirmative, and stated in the future tense.*

### Supporting Initiatives:

- Maintain affordable tuition to enable access
- Expand adult learner audience
- Expand use of university centers and/or cooperative extension sites

### Supporting Initiatives

*Supporting initiatives are the large-scale, headline activities that will help UMS achieve its strategic goals. They are not exhaustive of all the activity that will be undertaken within a specific priority area. Additional ideas and opportunities may arise in the years ahead that fit into this area.*

### Success Measures:

- Competitive tuition rates
- Clear points of access for learners
- Increased enrollment

### Success Measures

*Success measures track the progress of UMS against its priority-specific goals. Success measures can consist of both quantitative and qualitative metrics and are often tracked using dashboards or other tools.*

## Access & Affordability



Access & Affordability



Environmental Sustainability & Climate Change



Student Success Across All Learner Segments



Workforce & Economic Development



Research Impact

- As an institution committed to providing high-quality education to the citizens of Maine and beyond, UMS is deeply dedicated to ensuring and sustaining access and affordability
- UMS seeks to deliver an education of value to new and existing learners by providing high-quality academic offerings and co-curricular experiences at an affordable cost by fostering collaboration, expansion of online delivery models, and evolution of learner entry points to the System
- As the only public four-year system in Maine, UMS also recognizes the importance of its geographic footprint in 7 universities, a law school, 10 centers, 41 course sites, and cooperative extension that enable access to an affordable education

## Access and Affordability

### Hypotheses for supporting initiatives

- Maintain affordable tuition to enable access to and demonstrate the value of a postsecondary education (core)
- Create strategy for UMS expansion of online delivery of degree and non-degree programs by potentially leveraging existing online assets (adjacent)
- Increase efficiencies to expand use of university centers and/or cooperative extension sites as access points for educational opportunities and community engagement from pre-K to lifelong learners (adjacent)
- UMS campuses should partner with local high schools to invite high school sporting events and other community events to occur at UMS campuses to pave a pathway for high school students to see themselves at a UMS institution (adjacent)

### Illustrative success measures

- Competitive tuition rates
- Clear points of access for all learners
- Increased enrollment in degree or credential pathways
- Database to record and measure non-credit enrollments

# Environmental Sustainability & Climate Change



- UMS is committed to the stewardship of natural resources and designing solutions for sustainability and climate issues on a local, national, and global scale
- UMS is poised to establish itself as a leader to address a range of sustainability and climate challenges by leveraging its tremendous physical and intellectual assets in Maine and beyond
- Fostering research and scholarship in topics including green energy, bio-based alternatives, ecotourism, land conservation, outdoor recreation, and environmental law and policy system-wide, UMS seeks to expand its role as a leader and innovator in addressing environmental and climate concerns



# Environmental Sustainability & Climate Change

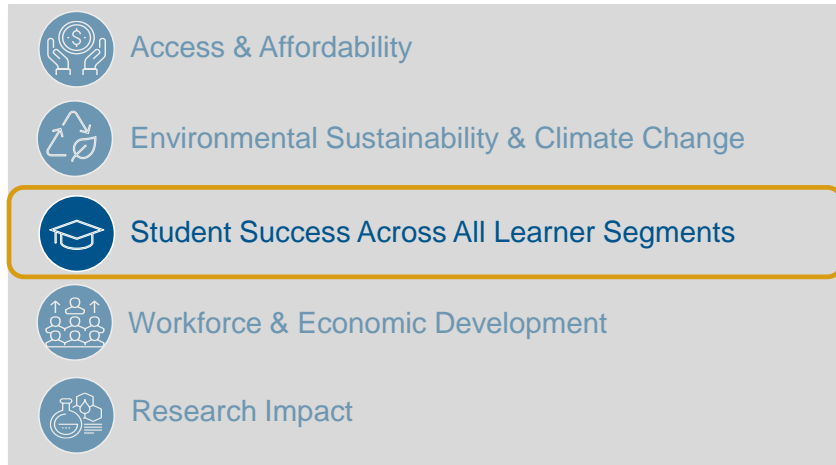
## Hypotheses for supporting initiatives

- Establish UMS as a leader in environmental sustainability and ecotourism in impactful sustainability-related research and scholarship. (transformative)
- Build public/private partnerships in environmental sustainability initiatives leveraging UMS research (adjacent)
- Prepare graduates to make tangible, positive contributions to addressing the world's environmental challenges by integrating environmental sustainability concepts across curricular pathways (adjacent)
- Create a premier "traveling Bachelor's degree" in Ecotourism that allows students to have experiential learning opportunities across the system's universities; learning would leverage place based geographic assets across the state (adjacent)

## Illustrative success measures

- Sustainability courses to fulfill science requirement
- Technology transfer of green energy solutions
- Increased research funding by X%
- New academic collaborations

## Student Success Across All Learner Segments



- As Maine's largest educational enterprise, UMS serves a substantial and diverse range of learners in the state. UMS is committed to improving its student success outcomes by increasing its retention and completion rates and providing essential services that support learner engagement and progress towards completion
- UMS recognizes the opportunity to evolve and systematize its learner support services to support the academic, behavioral health, and non-instructional needs of its learners and that each institution is best positioned to deploy a blend of resources and best practices locally
- UMS recognizes that improving student outcomes enables a high-quality educational experience while also demonstrating its commitment to the State to produce an educated citizenry who can contribute to the future economic health of the state and the cultural vibrancy of the state

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# Student Success Across All Learner Segments

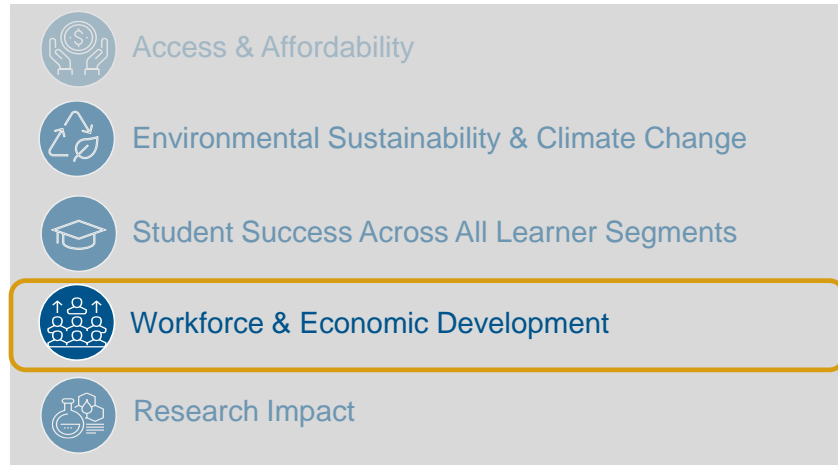
## Hypotheses for supporting initiatives

- Improve retention and completion outcomes to meet or exceed both national and peer group benchmarks to demonstrate ROI on state's investment (adjacent)
- Develop wrap around student services that support the distinct needs of adult learners (adjacent)
- Expand equitable access to services including mental health and student accessibility services (adjacent)
- Create clear and seamless curricular pathways and prior learning assessments for all learners (core)
- Systematize student support resources and related best practices to deploy at the local, institutional level (adjacent)
- Expand competency-based education programs across the system (adjacent)
- Launch a coordinated, system-wide recruitment and admissions strategy (adjacent)

## Illustrative success measures

- System-level, inclusive data set to track student outcomes
- Consistent access to required coursework
- Virtual mental health services system-wide
- Improved transfer pathways

# Workforce & Economic Development



- UMS contributes an estimated \$1.5 billion in statewide economic impact each year, a return of \$7.50 for every dollar of State appropriation. With nearly two-thirds of alumni living in the state, UMS is committed to developing educated citizens to drive Maine's economy forward
- UMS advances state workforce and economic development goals through the alignment of educational opportunities with in-demand skills for industry partners, system-wide academic collaborations to address labor market shortages, and leveraging assets across research and scholarship to attract new industry and solve state, regional, or global economic challenges
- UMS recognizes its role as a vital partner in creating the next-generation workforce and driving the State's economic development priorities by closing the gap between universities and employers

# Workforce & Economic Development

## Hypotheses for supporting initiatives

- Align academic and research portfolio to match future system-wide priorities and state economic development needs (adjacent)
- Coordinate business development strategy and industry partnerships at the System level (adjacent)
- Partner with Maine and regional businesses to tailor-make in demand certificate programs (adjacent)
- Improve credential validation to enable faster workforce entry for adults and new residents (adjacent)
- Leverage the space in Centers across the State to meet rural economic development needs (e.g., dental clinic, rural law clinic, nursing clinic) (transformative)
- Translate intellectual property to attract new business and industry to Maine to drive state economic goals (transformative)

## Illustrative success measures

- New partnerships for in-demand, customized certificate or upskilling programs
- Clear system and entry point for industry partnerships at System-level
- Academic and research portfolio aligned to 10-year state economic plan
- Number of learners participating in expanded academic, research, or experiential learning opportunities

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# Research Impact



Access & Affordability



Environmental Sustainability & Climate Change



Student Success Across All Learner Segments



Workforce & Economic Development



Research Impact

- UMS has made significant progress in growing its research portfolio, from \$137.5M in R&D activity in 2019 to \$153.9M in 2021. Notably, the flagship achieved R1 status in 2022 demonstrating the System's commitment to building research capacity
- Enabled by Unified Accreditation, UMS seeks to leverage its assets across the System to engage in interdisciplinary, collaborative research initiatives that connect to the state's economic development priorities
- UMS recognizes that additional investment in infrastructure, faculty incentives, and technology transfer are critical to maintaining the R1 status, growing its research activity, and attracting new learners and industry to Maine

# Research Impact

## Hypotheses for supporting initiatives

- Expand R&D activity through diversification of research opportunities that align with State's needs and student outcomes (adjacent)
- Research should be tied back to the big challenges related to the State of Maine (e.g., climate, arctic, cybersecurity)
- Provide seed money or incubator opportunities that support research activity across the system and the infrastructure (e.g., research directors, grant writers, faculty committees) to support it (adjacent)
- Academic and research collaboration enabled by Unified Accreditation (adjacent)
- Maintain R1 status (core)

## Illustrative success measures

- Percent of research that results in technology transfer
- Reduction in faculty teaching loads to increase capacity for research
- Research support staff headcount by university

# Academic Collaboration



Academic Collaboration



People, Campus Climate, & Culture of Excellence



Partnerships & External Relations

- As the first-in-nation system to achieve a single system accreditation and UMS is committed to academic collaboration and innovation across its universities, law school, and centers academic and experiential learning offerings
- UMS seeks to set the standard for academic collaboration by developing infrastructure to develop new or expand existing initiatives, improve access to experiential learning opportunities across the System, exploring the alignment on a system-wide core curriculum, and System-level coordination for student to access resources and coursework system-wide
- The System also recognizes the need for a high level of faculty engagement to elevate existing assets, create pathways for new collaborative opportunities, and foster curricular flexibility



# Academic Collaboration

## Hypotheses for supporting initiatives

- Align on a system-wide core curriculum, capitalizing on unified catalogue advancements and Unified Accreditation (transformative)
- Expand academic collaborations in areas like health, nursing and education to meet Maine's labor market shortages (adjacent)
- Focus on rural community development research and applied practices by leveraging academic and experiential learning assets system-wide (e.g., rural lawyer project) (adjacent)
- Augment interdisciplinary collaboration in academic disciplines to attract more students to the system (adjacent)
- Expand educational opportunities to communities that border Maine to increase research, experiential learning, community-engaged scholarship, and relationships with industry (adjacent)

## Illustrative success measures

- Number of interdisciplinary academic collaborations
- Number of students engaged in interdisciplinary research, internships, fellowships, or other experiential learning opportunities
- System-led processes and infrastructure to enable collaboration

# People, Campus Climate, & Culture of Excellence



Academic Collaboration



People, Campus Climate, & Culture of Excellence



Partnerships & External Relations

- UMS is committed to attracting, developing, and retaining diverse, highly productive, talented and motivated professionals and students who embody UMS core values and commit to a culture of equity, inclusion, and accessibility
- UMS aims to improve employee capacity to manage daily and System-level work, reduce silos across the System, and foster a welcoming community with increased trust, transparency, and accountability
- UMS recognizes that its people are a foundational element of the System and strives to further develop an environment where all members of the community can thrive

# People, Campus Climate, & Culture of Excellence

## Hypotheses for supporting initiatives

- Improve employee retention with competitive compensation, more relevant professional development, and career progression pathways (adjacent)
- Augment strategic recruitment plan to attract and retain faculty and staff (adjacent)
- Revitalize the welcoming, inclusive environment for employees and learners (core)
- Improve or add shared services efficiency to increase employee effectiveness (adjacent)
- Increase employee capacity to support System-level initiatives (core)
- Improve frequency and transparency of internal communication (core)

## Illustrative success measures

- Reduction in voluntary turnover
- Competitive market compensation
- Climate survey metrics including job satisfaction, work life balance, and employee relations
- Number of professionals who participate in professional development trainings
- Number of employee communications

## Partnerships & External Relations



Academic Collaboration



People, Campus Climate, & Culture of Excellence



Partnerships & External Relations

- UMS recognizes the critical role of external partners and their value in creating opportunity for students, faculty, and staff to engage in variety of experiential learning and research activities that mutually benefit Maine and the System.
- UMS seeks to enhance and cultivate broad, purposeful relationships with System stakeholders across K-12 education, industry, government, philanthropy, and communities around the state, region, and world
- By improving its community outreach and strategic relationship building, UMS will broaden the reach of its mission of teaching, research, and service to enrich the lives of the citizens of Maine and beyond.

## Partnerships & External Relations

### Hypotheses for supporting initiatives

- Improve reciprocal partnership with the legislature and state economic leaders (adjacent)
- Invest in more substantial policy expertise at the system level (adjacent)
- Involve students more deliberately and systematically in advocacy (adjacent)
- Develop new sources of revenue through enhanced fundraising and governmental advocacy (adjacent)
- Drive initiatives with industry and the legislature to make the state a more attractive place to live and work (transformative)
- Communicate the impact, value, and successes of external partnerships to garner greater fiscal and nonfinancial investment from its citizens (adjacent)
- Potentially establish an office of advancement at the system level (adjacent)

### Illustrative success measures

- Create potential role for a system Vice Chancellor of External Relations
- Economic impact report
- Increase funding from State by X%

## *Strategic plan components*

<b>Mission</b>	What is the enduring mission or purpose of UMS?
<b>Vision</b>	Towards what end(s) should effort and resources be directed?
<b>Values</b>	What are the values that inform UMS’s mission and vision?
<b>Strategic Priorities</b>	What discrete and distinct lanes of activity will primarily help us realize our vision?
<b>Keys to Realizing Priorities</b>	What areas of action will help us realize our vision?
<b>Initiatives</b> “the how”	What are the specific actions that will help us accomplish our goals?
<b>Measures</b>	How will UMS know it has succeeded?
<b>System Office Commitments</b>	What areas of focus should the system office lead and resource to implement the strategic plan?

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## Elements of Strong System Office Commitments

System Office Commitments are areas of focus and resource commitments that will support a successful implementation of the strategic initiatives.

- Leverage **current strengths** and system-wide assets
- Highlight new **capabilities or resources** to be developed
- Support execution** of one or more priority areas and initiatives

## Draft System Office Commitments

**Note: Further Committee discussion on the role of Unified Accreditation and systemness is needed before finalization of initiatives.**

System Office Focus Areas	Hypotheses for supporting initiatives
Re-aligned Funding Allocation and Budget Model	<ul style="list-style-type: none"> <li>• Equitable budget model that supports collaboration and drives strategic priorities</li> <li>• Create incentives to increase collaboration and decrease internal competition</li> </ul>
Operational Excellence & Administrative Shared Services	<ul style="list-style-type: none"> <li>• Leverage success of existing administrative shared services (e.g., IT) to enable highly coordinated cost-efficiencies across system</li> <li>• Improve existing shared services (e.g., HR, Procurement)</li> <li>• Establish new service-oriented shared services in IR, Advancement, and Library</li> <li>• Implement systems, tools, and policies to ensure equitable experiences in collaborative initiatives</li> </ul>
Physical and IT infrastructure Investment	<ul style="list-style-type: none"> <li>• Invest in baseline physical plant and athletic facility improvements to support student recruitment, retention, and accessibility system-wide</li> <li>• Continue to improve MaineStreet data accuracy, consistency, and usability</li> <li>• Repurpose physical space to serve as revenue opportunity utilizing public/private partnerships</li> </ul>
Governance Role Definition	<ul style="list-style-type: none"> <li>• Increase clarity on roles and responsibilities in the System office</li> <li>• Define level of oversight and decision authority of the System office on current and future initiatives</li> <li>• Continued commitment to students, faculty, and/or staff having a seat at the table with the BOT</li> <li>• Establish roles at the system level to coordinate student recruitment and professional development for student success initiatives</li> </ul>
Communications, Marketing & Branding	<ul style="list-style-type: none"> <li>• Create compelling vision and identity that establishes an unmistakable brand for UMS as a unified system composed of distinct universities</li> <li>• Implement a communications campaign to affirm the brand, tell the story of UMS (value, impact, successes), and tell the public the "WHY" behind decision-making</li> </ul>

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Appendix



# Managing and Innovation & Growth Portfolio: A Framework

The section of the document that outlines Priorities, Initiative, and Measures includes a list of “hypotheses for supporting initiatives”. Following each of these items includes a reference to the framework below.

