Board of Trustees
Strategic Planning Committee

March 9, 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 on the Board website: https://www.maine.edu/board-of-trustees/

AGENDA

Tab 1 – Initial Feedback on the First Draft of the Strategic Plan

Tab 2 – Presentation on the Proposed Implementation Plan/Process

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: Initial Feedback from First Draft of the Strategic Plan

INITIATED BY: Emily Cain, Chair

BOARD INFORMATION: X BOARD ACTION:

BOARD POLICY:

UNIFIED ACCREDITATION CONNECTION: n/a

BACKGROUND:

On February 28, 2023 the first draft of the University of Maine System Strategic Plan was available for review and feedback. Feedback from all stakeholder groups is strongly encouraged.

During the March 9, 2023 Strategic Planning Committee meeting, Vice Chancellors St. John and Dorsey will provide the initial feedback received for the first draft of the Strategic Plan.
AGENDA ITEM SUMMARY

NAME OF ITEM: Initial Discussion on Strategic Planning Metrics for the Board of Trustees Strategic Planning Committee

INITIATED BY: Emily Cain, Chair

BOARD INFORMATION: X

BOARD ACTION:

BOARD POLICY:

UNIFIED ACCREDITATION CONNECTION: n/a

BACKGROUND:

At the March 9, 2023 Strategic Planning Committee meeting, Vice Chancellor for Academic & Student Affairs Jeff St. John, Vice Chancellor for Strategic Initiatives Carolyn Dorsey, and Director of Organizational Effectiveness Kim-Marie Jenkins will provide a presentation on the proposed implementation plan and process for the University of Maine System Strategic Plan.
Balanced Scorecard and its use in strategic planning for the University of Maine System

March 2023
What we don't want
What we do want
It should be simple

- communicate constantly
- re-allocate resources
- align performance metrics with outcomes
What is a Balanced Scorecard?

Holistic strategic planning and management system +

01 communicate what we are trying to accomplish
02 align the day-to-day work with strategy
03 stay focused and prioritize
04 make data-informed decisions
05 provide line of sight and visible connections
06 translates strategic objectives into performance indicators
The Balanced Scorecard
Beyond Reports and Rankings

While the BSC cannot guarantee a formula for accurate decision making, it does provide higher education with an integrated perspective on goals, targets, and measures of progress. Stewart and Carpenter-Hubin, p. 38

Applying the Balanced Scorecard to Education
DENIS KUKARADZANS
Southeast Missouri State University
Cape Girardeau, Missouri

Unless performance indicators are linked to the drivers of institutional effectiveness in a meaningful way, the desired improvements in service, productivity, and impact are unlikely to occur. Stewart and Carpenter-Hubin, p. 38

Application of the Balanced Scorecard in Higher Education
Opportunities and Challenges
by Cindy Brown

While the BSC cannot guarantee a formula for accurate decision making, it does provide higher education with an integrated perspective on goals, targets, and measures of progress. Stewart and Carpenter-Hubin, p. 40
**External**: Community impact and customer perspectives

**Internal**: Internal process and people and culture perspectives

**Lagging indicators** are the past performance measures, like revenue or customer satisfaction.

**Leading indicators** are the performance drivers that lead to the achievement of the lag indicators.

**Financial** and **non-financial**
## Balanced Scorecard Basics: Four Perspectives

| Financial stewardship / stakeholder | Financial performance  
| Effective resource use            |
| Customer                          | Customer-identified value  
| Satisfaction                       |
| Internal processes                | Efficiency  
| Quality                           |
| Learning and growth / innovation  | Engagement  
| Infrastructure  
| Culture                           |
Balanced Scorecard Basics: Actions

Actions you implement in order to see improvement in your strategies (core commitments)

They turn abstract concepts into actionable steps
Balanced Scorecard Basics: Strategy Map

<table>
<thead>
<tr>
<th>Financial stewardship / stakeholder</th>
<th><img src="image1" alt="Diagram" /></th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer</td>
<td><img src="image2" alt="Diagram" /></td>
</tr>
<tr>
<td>Internal processes</td>
<td><img src="image3" alt="Diagram" /></td>
</tr>
<tr>
<td>Learning and growth / capacity</td>
<td><img src="image4" alt="Diagram" /></td>
</tr>
</tbody>
</table>
## Balanced Scorecard Basics: Goals

<table>
<thead>
<tr>
<th>KPIs</th>
<th>Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>net profit</td>
<td>increase 5% per year</td>
</tr>
<tr>
<td>operating costs</td>
<td>decrease 4% per year</td>
</tr>
<tr>
<td>yield in target markets</td>
<td>increase 3% per year</td>
</tr>
<tr>
<td>student satisfaction</td>
<td>increase 5% per year</td>
</tr>
<tr>
<td>time to market</td>
<td>decrease 25% first year</td>
</tr>
<tr>
<td>streamline processes</td>
<td>improve 13% first each semester</td>
</tr>
<tr>
<td>professional development plans</td>
<td>15% adoption first year</td>
</tr>
<tr>
<td>employee training</td>
<td>100% required training complete</td>
</tr>
</tbody>
</table>
Balanced Scorecard Basics: Strategic Initiatives

<table>
<thead>
<tr>
<th>Initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>simplify billing procedures</td>
</tr>
<tr>
<td>create program to attract online learners</td>
</tr>
<tr>
<td>implement new accounting system</td>
</tr>
</tbody>
</table>
Balanced Scorecard Basics: Cascading

<table>
<thead>
<tr>
<th>Core Commitment 1: The University of Maine System will serve the State of Maine, its consultants, and its economy through world-class research, teaching, and service to build new knowledge, create new technologies, and prepare students to find solutions to challenges in Maine and beyond.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core Commitment 2: The University of Maine System will advance a financially sustainable and responsible academic and infrastructure portfolio at every University and our Law School supported through innovative programming and strategic collaborations.</td>
</tr>
<tr>
<td>Core Commitment 3: The University of Maine System will be a destination for public higher education and a respected, engaging, and reviving place to work.</td>
</tr>
<tr>
<td>Core Commitment 4: The University of Maine System will create a sense of belonging for our students, faculty, and staff through formal and applied commitments to justice, equity, diversity, and inclusion, including opportunities for learning presented through multiple modalities, such as experiential and online learning.</td>
</tr>
<tr>
<td>Core Commitment 5: The University of Maine System will strengthen the ability of our Universities and Law School to collaborate and flourish through the advantages afforded by unified accreditation.</td>
</tr>
</tbody>
</table>

### Learner
- **CC1:** Identify and invest in programs that will serve the state's changing needs
- **CC3:** The University is a destination for first-in-class students, staff, and faculty
- **CC4:** Foster a welcoming and inclusive community where every viewpoint and every person is respected and diversity is embraced

### Financial
- **CC2:** Balance investing in new facilities and capacity for older infrastructure
- **CC5:** Leverage the strengths of billing universities when appropriate to share programs
- **CC6:** Create and offer inclusive and accessible modalities
- **CC7:** Align and simplify processes to maximize resources

### Internal Process
- **CC3a:** Move new products from concept to commercialization, growing economic sectors and creating new markets in Maine and beyond
- **CC4a:** Develop programs that celebrate the backgrounds, experiences, and cultural distinctions of

### Innovation and Growth
- **CC4b:** Create and offer inclusive and accessible modalities
- **CC5:** Streamline priority processes to create seamless experiences for faculty and staff
- **CC6:** Align and simplify processes to maximize resources
- **CC7:** Create nimble academic collaborations, cross-disciplinary courses, and cross-campus planning

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**Sample**
when in balance...

strategy happens with staff
everyone can tell the story
the organization is aligned
staff know where they fit into the bigger picture
Examples

UW Procurement Services Strategy Map, 2010-2015

BFS STRATEGY MAP

"Customer service is our focus. Quality results are our product."

We accomplish this through the innovative use of skills, knowledge, technology, a dynamic team approach, and effective communication. At all times, we strive to create a high quality of work life for our customers and fellow employees built on a cornerstone of ethics, integrity, caring, and respect.

Maximize existing resources while identifying opportunities to secure additional revenue.

Safeguard business resources, data and processes while providing visibility and access.

We are accountable to our stakeholders.

FINANCIAL/STAKEHOLDER

Reduce costs, optimize return on investment and report results to stakeholders.

CUSTOMER

Enhance the way we communicate with BFS customers.

Establish relationships and promote partnerships with customers.

INTERNAL BUSINESS PROCESS

Analyze and deliver technology solutions that promote efficiency and mitigate risk.

Establish business process metrics that illustrate how we are doing and drive improvements.

INNOVATION & LEARNING

Sustain and enhance employee training to encourage and facilitate individual growth and benefit operational efficiency.

Raise awareness of the benefits of working at UCSB/BFS.

We create exemplary customer experiences.

We achieve operational excellence.

We value our people.

ENHANCE FINANCIAL RESOURCES

IMPROVE OPERATIONAL EXCELLENCE

ATTRACT, DEVELOP & RECOGNIZE A DIVERSE STAFF

VISION

VALUES

MISSION

Customer service is our focus. Quality results are our product.
CPDC Balanced Scorecard 2020-21

To provide stewardship and carry out the authority of the Board of Trustees in the physical development, sustainable construction, and operation of CSU campuses and any buildings, facilities, and improvements connected with the CSU.

CPDC provides campuses the tools, programs and platforms that enable them to achieve continuous improvement in campus development.

**Staff**
Espousing values of fairness, cooperation, professionalism
- Being recognized across systemwide PDC & O for development of people
- Empowering and recognizing employees for implementing continuous improvement
  - 3 E’s – Education, Exposure, Experience in career development and succession planning
  - Staff empowerment, recognition, and engagement in process improvement
  - Leadership development
  - Chancellors Office rejuvenation

**Customer**
Being trusted strategic partners to campuses
- Expertly navigating financial and legislative challenges on behalf of campuses
- Making campuses’ jobs easier
- Capital planning database (PM Web)
- CPDC website
- Energy Information System
- High touch communication (huddles, affinity group meetings, conferences)
- Key frameworks

**Process**
Championing process improvement and facilitating implementation
- Maintaining process integrity and adherence
- Fire Safety program implementation
- Simplify project review process
- Community Choice Energy
- Simplify permitting process
- Contract management & procurement simplification (MEA’s, JOC’s)

**Financial**
Effectively obtaining capital funding to support campuses
- Being transparent and trusted financial stewards
- Advocate for budget and legislation
- Support Public Private Partnerships
- Energy & utility cost stewardship
- Insurance program (OCIP, BRIP) refinement
- Tracking completed project cost

Key Metrics:
- Staff at Work Mean Score (52 questions)
- Customer Service Survey
- Capital Program Funding (industries)

Mission

Goals

Key Objectives

1/18/2021
DRAFT
Examples
Common pitfalls and how to avoid them

1. Lack of commitment by leadership
2. Too many metrics
3. Keeping the strategy at the executive level only
4. Not establishing clear links between metrics and strategy
5. Not communicating or sharing results
6. Thinking you need to roll it out all at once
7. Thinking that this is a static process
8. Investing in fancy technology rather than the process
9. Using the BSC to "punish" failures
10. Not assigning resources for the BSC’s continuity

Provided by Dr. Angela Song, UCSD
Challenges reported during case study

- Narrowing the list of possible measures to the select few that best capture the core of the desired strategy

- Keeping momentum

- Some faculty struggled to create specific performance measures related to finance
Getting from strategy to action

**Strategic Planning**
- stakeholder engagement
- assessment (facts and trends)
  - Vision definition
    - Core values
    - Mission
    - Common goals
  - Strategy Setting
    - Define perspectives
    - Identify strategic themes

**Implementation Planning**
- initiative design
  - potential actions
  - key questions
- initiative and owners
  - roles
  - milestones
  - metrics
- culture and change
  - management decisions
- cascade goals to unit and individual level
- operational and strategic initiatives
- metrics/targets

**Strategic Execution**
- action plans with owners
  - objectives
  - initiatives
  - annual objectives
  - regular progress reviews
  - annual review of the BSC