

UNIVERSITY OF MAINE SYSTEM
Board of Trustees

University of Maine System, Bangor
September 7, 2004

Strategic Planning Task Force Meeting

Present: James Mullen, Chair; Gregory Cyr, Charles Johnson, Donald McDowell, Wickham Skinner, and Margaret Weston (via phone). Absent: Susan Gendron and Matthew Rodrigue. Chancellor Joseph Westphal.
Chancellor's Staff: Tracy Bigney, James Breece, John Diamond, John Lisnik, Elsa Nuñez, Judy Ryan, Kelley Wiltbank, and Joanne Yestramski.

Trustee Mullen, Chair, convened the meeting and welcomed everyone. Trustee Mullen stated the purpose of the meeting was to review the revised draft. The revised draft incorporates the input from the public comment period, input from the faculty summit, and a follow up to the Board of Trustees Retreat on August 23rd. Trustee Mullen thanked the System staff for their hard work and the Board appreciates their efforts.

Chancellor Westphal stated that since the Board Retreat the revised draft has been fine tuned. The Strategic Plan will be posted on the UMS web site by Friday, September 10. Today we will highlight the parts of the Plan that have been revised since the original draft in March. The Plan started with eight strategic directions and one additional strategic direction was added making a total of nine.

Dr. Elsa Nuñez, Vice Chancellor for Academic and Student Affairs, commented the revised draft reflects the efforts of a very strong System Senior Staff and thanked the staff for support. Dr. Nuñez reviewed the changes in each of the strategic directions starting with # 9 and worked backwards.

STRATEGIC DIRECTION 9

Develop a coordinated, collaborative approach to University advancement and advocacy in ways that increase public understanding of the mission, value, and benefits of Maine's public universities; and enhance the universities' individual and collective appeal, reputation, financial resources, and public support.

Dr. Nuñez stated this is a new strategic direction focusing on advancement and advocacy and asked Trustee Weston to comment on why she felt this addition was important. Trustee Weston felt that even though we will have cost savings we still have a significant gap and there are opportunities at the top level and the bottom level for improvements. The top level improvements would be ways we can improve our revenue by doing a better job cohesively as well as increasing our efforts to collaborate on advancement. Strategic Direction #9 rounds out what we are trying to accomplish. Dr. Nuñez stated that a criticism in the public comment period was people felt the Draft Plan focused on

the gap and not on other methods of revenue. Strategic Direction # 9 addresses fund raising, our efforts with the State and Federal Legislative relations, community alumni foundations, public relations, and our employee and student relations to talk about how we will advance the University financial condition.

Trustee Skinner stated that due to the State's uncertain financial situation we can not manage the gap by only an increase in State appropriations. This section should state that if we don't get an increase in State appropriations we will need to do additional cost cutting and reallocations. Trustee Cyr stated that he feels Trustee Skinner made a valid point and the amount of increase in State appropriations through FY09 is likely unrealistic. Trustee McDowell stated most of the information outlined in the chart on Page 35 "Financial Projections and Investments" is within our control except State funding; therefore, if we are going to include the appropriations in this chart we need to state how the University will handle funding if we do not receive that level of State appropriations. Dr. Nuñez states that, on page 10 of the Plan, the approaches to accomplishing the gap have been identified as: restructure the System; institute System-wide efficiencies; seek restoration of State appropriations; advocate for increase in State appropriations; increase retention rates; increase endowment; seek alternative sources of funding such as grants and contracts; and implement affordable tuition and fee increases at levels necessary to augment State support and to sustain academic quality. Trustee McDowell suggested a statement of priorities of investment opportunities should be added.

Chancellor Westphal summarized the discussion by stating the need for an acknowledgement of the possible scenario that we will have no growth in State appropriations, inability to raise tuition high enough to meet continued budget requirements, forgoing all the strategic priorities that are in this Plan, plus the basic need for an increase in financial aid are all options that fit into the equation. We can not be specific because we do not know what action we will need to take but it may be more drastic than we have had to do in the past. Chancellor Westphal asked for the Committee's guidance on how to prioritize the Strategic Directions.

Trustee Skinner commented that we are trying to propose a University System the State can afford. Dr. Nuñez stated that one of the questions is how do we balance cutting to meet the budget reduction and still stay true to the plan and investment in certain areas to support the priorities will be complex. Trustee Mullen also commented that each university will develop their strategic plans to fit within this Plan and at that level each campus should develop its own priorities tied into its mission and niches. Then if we have a deficit and cost cutting is required, we would go from the bottom up.

STRATEGIC DIRECTION 8

Evolve the System organization and structure, clearly defining the missions, niches, and interrelationships of institutions to ensure that the System serves the higher education needs of the State of Maine while moving toward a financially sustainable future.

Dr. Nuñez stated that the first two paragraphs of this direction focuses on the word collaboration. There are eight goals for our organization structure which include:

- Simplify and rationalize the System and free up resources
- Build on strengths
- Utilize resources most effectively and efficiently
- Enhance students' educational experience
- Create a sustainable financial paradigm
- Enhance revenue generation
- Clarify decision-making parameters
- Link planning and budgeting

These eight goals were the basis of the proposed organizational model.

UNIVERSITY OF MAINE

A major goal of this plan is to position the University of Maine in a way to enhance it to be a viable and strong university that is research focused, have its mission realized at the national and local level, and investment in the University of Maine will have to come through redeployment of its own resources.

UNIVERSITY OF SOUTHERN MAINE

The focus of USM will be a comprehensive, regional, urban university serving a diverse population and its mission has to reach across many disciplines. The Augusta campus will merge with USM creating one institution. The Augusta campus will have a leader; it will house Kennebec Valley Community College so that two year programs can continue to be offered. USM would offer baccalaureate and graduate programs on the Augusta campus. The merger of both institutions would support expansions of the Muskie School. The role of the Higher Education Joint Advisory Committee (HEJAC) is included and how they can be instrumental on deciding at what time and place the transition should take place between Community College and the University of Maine System as we relinquish our offerings of Associate Degree programs.

HIGHER EDUCATION PARK

The UMS with the Maine Community College System will convert the University College of Bangor into a Higher Education Park. Eastern Maine Community College (EMCC) will expand its operations to the UCB campus to offer associate degree programs and UMaine will deliver the baccalaureate programs. Chancellor Westphal clarified that the name Higher Education Park is a description of the services offered at that location.

UNIVERSITY COLLEGE OUTREACH CENTERS

The UMS institutions will have administrative responsibility for operating University College outreach centers. This plan does not assign the centers. Their relationship with the individual Universities will be defined in the implementation phase.

THE MAINE STATE CONSORTIUM

UMPI, UMFK, and UMM will have a new identity as a multi-campus consortium. Each campus will have a president, a Board of Visitors, its location in its name, clearly defined niche/specialized program area, athletic teams, its identity recognized and acknowledged by the Board of Trustees, and foundation of liberal arts courses. This new entity will have a single advisory council, one budget, one facilities master plan, and one general education program. The consortium's faculty will need support and attention as they develop the one general education program.

Trustee Mullen asked for clarification on the role of the advisory council and how this will affect the Board of Visitors at each campus. Dr. Nuñez explained that each campus will have their own Board of Visitors (BOV) and a representative from each BOV will be part of the consortium's advisory council. The advisory council will help establish the priorities for the three institutions. The three campuses will have their own niche or mission and they will work collaboratively on academic programming and have a single budget between the three institutions.

Trustee McDowell commented that there was no mention of distance education or sharing of resources in this section. Dr. Nuñez stated that this was a good point and it will be added. Trustee Cyr asked for clarification on the requirement to change the institutions' names. Dr. Nuñez stated there is name confusion with all of the campuses having in their name the "University of Maine". There is a commitment to have the community name in the name of the institution but not necessary the "University of Maine at" but there will be consistency in establishment of the final name. Mr. John Diamond, Executive Director of External Affairs, stated that their will be a branding initiative supported by the System and that will address comprehensively all of the needs of our individual universities as well as the System. Trustee McDowell recommended that the terms "community process" regarding the naming of the universities on page 30 could be misleading and suggested "community involvement". Trustee Cyr suggested that we clarify what we mean by "branding" and add a stronger rationale regarding the name changes.

UNIVERSITY OF MAINE AT FARMINGTON

Dr. Nuñez stated that UMF will maintain their enrollment cap of 2000 students. This is based on their facilities planning and the campus can not accommodate more than 2000 students. Trustee McDowell suggested that a statement be added to the Plan that their maybe some implications based on the enrollment cap ie: at some point their tuition may have to be higher in order to maintain the enrollment cap. Chancellor Westphal commented that based on the demographic data the problem would likely be how will the campus accommodate a smaller enrollment.

Trustee Weston suggested on page 26 of the Plan to change the words to "mission and sustainability". She also suggested that the language used in the USM section be enhanced to reflect a more positive focus. Trustee McDowell suggested adding a reference to Lewiston-Auburn College under the USM section. Chancellor Westphal suggested removing the first line in the UM section.

STRATEGIC DIRECTION 7

Centralize the System's business/administrative functions, where appropriate, in order to leverage resources and increase effectiveness of service throughout the System.

Dr. Nuñez stated that this section now clarifies the role and functions of system-wide services and includes ERP. In the Draft Strategic Plan, it was not clear as to what services were provided by the University of Maine System Office.

STRATEGIC DIRECTION 6

Require accountability from all universities by providing appropriate goals and objectives and carefully assessing each institution's ability to meet its goals. Establish goals, objectives, and performance measures for each institution to ensure prudent stewardship and enhanced public accountability.

Dr. Nuñez explained that this section summarizes the UMS investment priorities on page 22 of the Plan. Each campus will develop a strategic plan which will blend with the System Strategic Plan and the Presidents will be evaluated on the basis of the campus goals.

STRATEGIC DIRECTION 5

Strengthen and leverage research throughout the State to ensure greater breadth and depth of research. Develop a greater capacity to use research, scholarship, and creative expression to enhance Maine's economy.

Dr. Nuñez stated that the language was changed to clarify the role of the System in helping to coordinate public and private funds to support research efforts across the System. The Draft Plan implied the System would centralize this work. It was important to clarify that the UMS will only coordinate research advocacy.

STRATEGIC DIRECTION 4

Enhance the library resources available to the University of Maine System and the State of Maine by supporting a high-quality, integrated System library consortium built on the foundation of a single well-supported doctoral/research library at the University of Maine. Continue to develop a State-wide digital library to support all citizens of Maine.

Dr. Nuñez stated that this strategic direction establishes a permanent base-budget investment in digital library resources.

STRATEGIC DIRECTION 3

Create a comprehensive, state-of-the-art System-wide Distance Education program,

leveraging current technology strengths, and further coordinating program offerings and development.

Dr. Nuñez stated that the Draft Plan aligns the 11 University College academic outreach centers with one of the System's universities. The new version of the Plan does not assign the centers to specific universities. Those decisions will be made during the implementation process.

STRATEGIC DIRECTION 2

Ensure a high-quality and well-supported faculty throughout the System, with strong faculty development programs to enhance faculty's ability to contribute to the excellence of academic programs and research, while providing appropriate levels of support for staff.

Dr. Nuñez explained that this section clarified the goal of increasing faculty and staff compensation over the next five years to 90% of the national average. The Committee asked for the language to be changed to clarify that 90% is intended as a minimum goal for increasing compensation.

STRATEGIC DIRECTION 1

Strive for quality across the System and support institutions in achieving their potential through enhanced, rigorous academic program planning, program realignment throughout the System, and strengthened student services and support.

Dr. Nuñez stated the faculty recommended strengthening strategic direction #1. An addition to this section is the reference that the associate degree programs currently offered by the UMS will be reviewed and assessed by the Higher Education Joint Advisory Committee (HEJAC) to determine whether they should be continued.

Trustee Mullen thanked Dr. Nuñez for her summary of the revised Plan. Trustee McDowell suggested a strong statement on timing and direction of the implementation plan. He also recommended a standing agenda item for a strategic plan update at each Board of Trustees meeting. Trustee Skinner commented that 4 of the strategic directions are structure changes and 5 are policy changes and the success will depend on the implementation.

On a motion by Trustee McDowell, which was seconded by Trustee Skinner, the Committee agreed to forward the revised Strategic Plan to the full Board for action.

Adjournment.

Ellen Doughty for
J. Kelley Wiltbank, Clerk