

REQUEST FOR PROPOSAL #2022-014
Strategic Planning Services for University of Maine System
RESPONSE ADDENDUM #01
September 27, 2021

ADDITIONAL INFORMATION

The following background information:

1. Exhibit A - July 26, 2021 Notification of Board Actions
2. Exhibit B – University of Maine System Proposed Strategic Planning Timeline



Board of Trustees
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July 26, 2021

TO: Members of the Board of Trustees

FR: Ellen N. Doughty, Clerk of the Board *Ellen N. Doughty*

RE: Notification of Board Actions

The University of Maine

University of Maine
 at Augusta

University of Maine
 at Farmington

University of Maine
 at Fort Kent

University of Maine
 at Machias

University of Maine
 at Presque Isle

University of
 Southern Maine

During a virtual Zoom meeting of the Board of Trustees on July 26, 2021, the Board approved the following action:

UMS Strategic Planning Charge

That the University of Maine System Board of Trustees directs the Chancellor to prepare and submit for Board approval a new strategic plan for the University of Maine System that articulates a financially sustainable five-year vision for UMS, sets clear priorities with measurable outcomes, and identifies the primary strategies that will achieve those outcomes.

The following parameters should guide the Strategic Planning work pursuant to this Charge:

1. Strategic Planning process: As soon as reasonably practical after receiving this Charge, and if possible at the Board's regular September 2021 meeting, the Chancellor will present the Board with a recommended process and timeline for the preparation of a System strategic plan that fully satisfies all of the components of this Charge.
2. The Plan should be developed by the Chancellor in close collaboration with the University Presidents and Maine Law Dean, with broad input from stakeholders on all campuses, representative Maine employers and professional associations, and political and community leaders, in accordance with the higher education public policy of the State of Maine as set forth in statute, the University of Maine System Mission as set forth in Board Policy 301.1, Board Policy 301 and its associated APL X-A, and other relevant Board policies, such as those governing shared governance, academic freedom, and freedom of speech.
3. The Board acknowledges that individual universities have strategic plans at various stages of development or implementation, and that university strategic plans play a fundamental role in university-level budget building, priority-setting, and university presidential leadership and accountability. The Strategic Plan developed for the System should guide and incentivize the universities to act together in strategic coordination to refine, align and fulfill their individual missions in ways that support and advance the System's mission and strategic plan.

4. Strategic Plan content considerations: The draft Strategic Plan should include the following elements:
 - a. A Vision for UMS in five years
 - b. A reasonable number of measurable outcomes or goals that reflect the highest priorities for the University of Maine System during the period of the Strategic Plan.
 - c. Two to four major, System-wide strategies for each goal that build on existing university and System initiatives when possible
 - d. Updated Key Performance Indicators (as needed) that measure progress toward achievement of the goals, and provide objective means of accountability from the Board, Chancellor, and System and university leadership to the UMS Strategic Plan.
5. The Board's role will be as follows:
 - a. To review the Chancellor's proposed process and timeline for Strategic Plan development and monitor progress Plan development by regular reports from UMS leaders to appropriate Board committees and to the Board as a whole at its regularly scheduled meetings
 - b. To participate in the input-gathering stage of the Strategic Plan development process to ensure that the Board members' perspectives on vision and strategic priorities for governance of the System and achievement of its mission are primary considerations to be reflected in the Strategic Plan
 - c. To receive for its consideration a summary of all stakeholder and public input on the draft Strategic Plan, and to conduct such additional meetings as deemed necessary to fully consider all such input and discuss the proposed Plan before acting to adopt the plan
 - d. To review, consider for approval, and adopt the Strategic Plan at a regularly scheduled public meeting
The Board otherwise defers to the Chancellor regarding the process and the content of the draft Plan.
6. Consulting assistance: The Board strongly supports the engagement of such outside resources and deployment of such internal staff and resources as may be necessary to support, advise and assist the Chancellor with the planning process and development of the Plan.

The process and Plan development should take into account, but not be limited to, at least the following:

1. State of Maine Post-Secondary Education Policy as set forth in 20-A MRS § 10902
2. The University of Maine System Charter, in particular Board Policy 102, section 1-A.
3. Current data, projections, studies, trends, and other relevant information, at the regional, national, and global levels, including without limitation emerging best practices and business models, demographics, higher education enrollment, innovations and impacts in delivery models for higher education, affordability, and market demand for skills and knowledge in the information economy.
4. The State of Maine's 10-year Economic Plan and The Maine Economic Recovery Plan
5. The Board's 2016 Primary and Secondary Outcomes
6. The Board's 2018 Declaration of Strategic Priorities to Address Critical State Needs, and the reports prepared and actions already taken thereunder
7. The Guiding Principles and January 27, 2020 Board Resolution under which the System is pursuing the implementation of unified accreditation
8. NECHE's Standards for Accreditation and the current process underway across the System to prepare a self-study report for NECHE in connection with its planned Fall 2022 Comprehensive Evaluation of the System's unified accreditation, so that the Plan is informed by the self-study and consistent with the Standards for Accreditation and NECHE's areas of focus in subsequent reaccreditations
9. The UMS TRANSFORMS programs and initiatives funded by the October 2020 Harold Alfond Foundation grant:
 - a. The Maine College of Engineering, Computing and Information Science

- b. The three Student Success and Retention initiatives: Research Learning Experience, Gateways to Success, and Pathways to Careers
 - c. The University of Maine Graduate & Professional Center
 - d. Division 1 Athletics, including gender equity and the use of UMaine athletic facilities for extracurricular student activities, student recruitment, high school and community events and competitions, and other competitive collegiate activities for other System universities
10. Strategic initiatives already underway, including by way of example only
- a. The System's Imperative for Change and related commitments to social justice and Diversity, Equity, and Inclusion
 - b. The pursuit of the goals established by the July 15, 2019 Report of the Committee to Advise on the Future Direction of the Law School
 - c. Programs for examination
 - d. The unified catalog initiative
 - e. Repaving MaineStreet investments and expected outcomes
 - f. The System's five-year priority capital needs and commitment to funding depreciation
 - g. Multi-campus collaborations planned or underway with respect to courses, programs and administration
 - h. Initiatives to enhance research and external funding opportunities UMS-wide and to build a solid financial model for research at the System flagship research university
 - i. The vital partnership between the University of Maine System and the Maine employer community, with the mutual goals of sustained engagement to maintain the competitive marketplace relevance of the UMS academic program, strengthen the workforce competencies and employability of UMS graduates, and enhance talent acquisition and job advancement
11. Opportunities to improve access and efficiency through collaboration with other educational institutions, including in particular the Maine Community College System and Maine Maritime Academy, through shared use of facilities and other resources and in academic programming.
12. External stakeholder input (employer, community, political leadership, foundations, etc.)

UNIVERSITY OF MAINE SYSTEM PROPOSED STRATEGIC PLANNING TIMELINE

July 2021	<ul style="list-style-type: none"> The University of Maine System (UMS) Board of Trustees charges Chancellor to develop UMS Strategic Plan
September 2021	<ul style="list-style-type: none"> RFP released for strategic plan consulting services Chancellor presents initial process and timeline recommendations to Board UMS Board Ad Hoc Strategic Planning Committee formed UMS Strategic Planning website launches (and to be continually updated) with Chancellor message to UMS community First draft NECHE Unified Accreditation Self Study shared with UMS community
October 2021	<ul style="list-style-type: none"> Strategic planning consultant selected UMS Strategic Planning Core Leadership Team formed
October- November 2021	<ul style="list-style-type: none"> Chancellor fall campus visits/strategic planning charge shared and early input sought
Late Fall- December 2021	<ul style="list-style-type: none"> UMS Strategic Planning Core Leadership Team working with consultant to identify stakeholder groups for input Early 2022 input-gathering sessions scheduled UMS VisionPoint strategic communications brand and market perceptions analysis work
Winter/ Spring 2022	<ul style="list-style-type: none"> Stakeholder strategic planning input-gathering (focus on UMS internal stakeholders) Continued work revising NECHE Self Study based on UMS community feedback May 2022 - Comprehensive report to UMS Board on early alignment between strategic planning input-gathering and NECHE Self Study Chancellor spring campus visits/strategic planning workshops
June 2022	<ul style="list-style-type: none"> UMS NECHE Self Study finalized/submitted
Summer 2022	<ul style="list-style-type: none"> Continued stakeholder strategic planning input-gathering (focus on UMS external stakeholders) UMS Executive Steering Committee work with strategic planning consultant and UMS Board Ad Hoc Strategic Planning committee to review stakeholder input and begin framing tenets/pillars of strategic plan
Fall 2022	<ul style="list-style-type: none"> Chancellor fall campus visits to preview draft tenets/pillars of strategic plan NECHE Comprehensive Evaluation Site Visit to UMS/all universities UMS Strategic Planning Core Leadership Team, working groups, and consultant work on drafting strategic plan and incorporating input from NECHE site visit team debriefing
January- March 2023	<ul style="list-style-type: none"> Draft UMS Strategic Plan shared with UMS community for final feedback Draft UMS Strategic Plan previewed for UMS Board and State of Maine stakeholders (e.g., Governor, Legislature)
Late spring/ early summer 2023	<ul style="list-style-type: none"> NECHE meeting regarding Unified Accreditation site visit and letter report confirming unified accreditation and five-year focus items
Summer 2023	<ul style="list-style-type: none"> UMS Executive Steering Committee work with strategic planning consultant and UMS Board Ad Hoc Strategic Planning committee to finalize UMS strategic plan in alignment with NECHE Unified Accreditation comprehensive evaluation report
Fall 2023	<ul style="list-style-type: none"> Public presentation of UMS Strategic Plan, including UMS Board adoption