

University of Maine System
Board of Trustees Meeting

Zoom Meeting
March 21, 2022

Ad Hoc Committee on Strategic Planning Meeting

Present: **Committee Members:** James Erwin, Chair; Mark Gardner, James Donnelly, Trish Riley and Roger Katz. **Chancellor:** Dannel Malloy. **Staff:** Robert Placido, Ryan Low, Joan Ferrini-Mundy, James Thelen and Ellen Doughty. **Guests:** Huron Consulting Team – Peter Stokes, Brenna Casey, Cathy Dove and Kate Gerbode-Grant.

Absent: Emily Cain and Lisa Eames.

Trustee Erwin, Ad Hoc Committee Chair, welcomed everyone and called the meeting to order. The Clerk performed a roll call of the Committee members present.

Updated Guiding Principles

The Huron Team lead a discussion on the updated Guiding Principles (formerly labeled as “key messages”), which have been created for both the planning process and implementation of the strategic plan. These principles are intended to be taking points embedded in formal and informal interactions. Feedback from the February meeting of the Ad Hoc Committee on Strategic Planning, and meetings with the Presidents Council and the Strategic Planning Working Group have been included in the updated Guiding Principles, outlined below.

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 market
4. Be bold and willing to make tough decisions in order to invest in initiatives that will ensure long term success while also phasing out or stopping efforts that no longer serve the needs of our students and our State
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 infrastructure through a lens of efficiency, modernization, and accessibility
8. Seek input from a diverse and broad set of UMS stakeholders and communicate transparently about the strategic planning process
9. Foster a culture of innovation and collaboration

The Committee raised the issue of the importance of trust and candor during the strategic planning process. It was also suggested adding to the fourth item a reference to “in a cost-effective way” and amending the phrase “willing to make tough decisions” by add “based on data”. It was suggested to add a reference to the present “and future” needs of the students. In item seven, it was suggested to add a reference to “history or designated status” to cover the legal responsibilities with historic structures. For item nine, it was suggested to add “transparency”. Adding a reference about “delivering education through technology” to item seven

was recommended. The needs of our students and state should be expanded to include our R1 status and our unique research and development mission, which could be added to the last sentence in item three.

The Guiding Principles should be finalized this week so they can be used during discussions for the Chancellor's campus visits this spring.

Data Book and Discussion on Emerging Implications for the Strategic Plan

The Data Book is a set of analyses shared with stakeholders to ground conversations about the future in a fact-based fashion. The Data Book now includes an internal analysis as well as a section on higher education market trends and case studies of other systems.

Comments from Committee members included the following key issues:

- As part of the budget analysis, include the System State appropriations as a percentage of the State budget over time.
- There should be sensitivity about recruitment of out-of-state students and to balance this, is there data on how many out-of-state students stay in the state they were educated? This could be viewed as an investment in the State.
- Are there case studies that compare better to UMS? Perhaps including a New England based system.
- A key driver for economic development and research is the work UMS is doing to invest and expand high speed internet across the State.
- An important component for UMS is to partner with Maine businesses and industries to bring new companies into the State, preparing a workforce for those companies and working on research and development with those companies. Research expenditures are tracked versus funding. A reference to start-ups, patents, licensing indicators would be helpful.
- It could be helpful to have data on the Maine Community College System relating to enrollment and demographics because it is part of the higher education landscape in Maine.
- It would be noteworthy to reference the changing landscape during the pandemic and the lessons learned.
- Return of Investment (ROI) for the students is an important factor, how is UMS in comparison to others high education intuitions and how does ROI impact employability.
- Graduation rates and how many student graduate within 4 years as well as retention data/targets.
- A measure for our public service mission or broader civic engagement.

The Data Book should also be finalized this week so it can be used during discussions for the Chancellor's campus visits this spring. The Data Book will be grounded on fact-based information and will be drawing implications for the future. The emerging implications will be outlined for each category in the Data Book.

Discussion with Huron Enrollment Subject Matter Experts

Steven Hahn and Rob Bielby enrollment subject matter experts from Huron lead a discussion on the enrollment strategy priority areas for the UMS. The emerging implications for enrollment include the following areas:

- Anticipated Demographic Trends: Following a peak in 2025, the number of high school graduates in Maine is projected to decline from 2025-2035 and will fall below 2015 levels. UMS should be prepared to flex over the next decade to meet changing supply and demand.
- Maine High School Graduate Future Pathways: With Maine high school graduates projected to decline between 2025-2035, growth will require a) activating students who currently do not enroll, b)

capturing market share from out-of-state competitors, c) capturing market share from Maine privates, d) improving pathways from 2-year institutions to a UMS university, and/or e) improving retention and completion outcomes.

- UMS Enrollment by University: UMS continues to experience a decline in fall enrollment like many institutions in the northeast. To maintain the mission of serving residents of Maine and their local communities, collaboration in the spirit of sustainability is critical.
- Adult Learner Opportunity: In most recent year that data was collected (2018), of the adults who have some college or less in the state, UMS enrolled 9,270 or 1.6%, indicating an opportunity in the market for adult learners as well as an opportunity to advance an important State goal. UMS should build capacity and wrap around services for the complex needs of adult learners in order to increase market share to support statewide attainment goals, community goals, and workforce needs.
- Online, Commuter, Residential: Students are utilizing the increased availability of distance modalities. UMS has opportunity to capitalize on its distance and online learning infrastructures in order to increase its reach and prioritize how students want to earn their credential or degree.

The questions discussed with the Committee and the Huron Team were:

1. With Maine high school graduates projected to decline between 2025-2035, enrollment growth for traditional aged students may or may not be a realistic strategic priority. Growth will require one of the following. Which of these growth strategies should UMS emphasize? Which should be emphasized at each university?
 - a) activating students who currently do not enroll,
 - b) capturing market share from out-of-state competitors,
 - c) capturing market share from Maine privates,
 - d) improving pathways from 2-year institutions to a UMS university, and/or
 - e) improving retention and completion outcomes.
2. The adult learner market has been stressed in stakeholder interviews as a growth area for Maine. There are current efforts at UMA, UMPI, UM Distance Learning and others that are focusing on these students. To what extent should UMS focus on this audience in their strategic plan? How might UMS leverage existing capabilities or build new capabilities to capture these students?
3. UMS universities contain many different student profiles. For example, UMA's student body is 72% online, 26% commuter, and 2% residential; UM's student body is 15% online, 55% commuter and 29% residential; UMF's student body is 12% online, 46% commuter and 42% residential. How might the system adapt its academic program modalities and wrap around services to support different types of learners across the system?

The Committee discussed various options for diversifying the UMS enrollment strategy.

Following the public session, the Ad Hoc Committee on Strategic Planning went into Executive Session.

Executive Session

On a motion by Trustee Riley, which was seconded by Trustee Donnelly, and approved by a roll call vote of all Trustees present, the Ad Hoc Committee on Strategic Planning agreed to go into Executive Session under the provisions of:

- 1 MRSA Section 405 6-A to discuss the evaluation of personnel and the consideration and discussion of appointments, employment and duties, and
- 1 MRSA Section 405 6-C to discuss the condition, acquisition or disposition of real property or economic development if premature disclosure of the information would prejudice the competitive or bargaining position of the UMS.

On a motion by Trustee Donnelly, which was seconded by Trustee Katz, and approved by a roll call vote of all Trustees present, the Ad Hoc Committee on Strategic Planning concluded the Executive Session.

Additional information about the meeting can be found on the Board of Trustees website:
<https://www.maine.edu/board-of-trustees/meeting-agendas-materials/ad-hoc-committee-on-strategic-planning/>

Adjournment

Ellen N. Doughty, Clerk