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The University of Maine System and the Future of Maine

The Final Report and Implementation Plan of the
New Challenges, New Directions Initiative

DRAFT: SEPTEMBER 14, 2009



THE UNIVERSITY OF MAINE SYSTEM AND THE FUTURE OF MAINE

THE FINAL REPORT AND IMPLEMENTATION PLAN OF THE NEW CHALLENGES, NEW DIRECTIONS INITIATIVE

INTRODUCTION

Maine faces a rapidly changing economic and social environment. The nation is wracked by recession; industries and careers are undergoing stunning changes; and the needs of modern society are evolving rapidly. At the heart of this dynamic and often distressing environment are some things that do not change—the desire to succeed, the search for meaningful and rewarding lives and careers, and the dream of building a better tomorrow for the next generation. These goals are particularly compelling in a state where the aspiration for a rewarding quality of life is a powerful force. It is imperative that our public universities help lead Maine forward into a positive future.

During the past six months, the University of Maine System has undergone a rigorous and public assessment of its finances, its current performance, and its ability to meet the changing needs of Maine people. The “New Challenges, New Directions” initiative looked closely at costs and opportunities in three broad arenas:

1. Administrative, Student, and Financial Services;
2. Academic Programs and Services; and
3. Structure and Governance.

Stakeholder work groups were formed, with representation from all seven universities and their communities. The work group reports have been invaluable in providing the UMS Board of Trustees with information, analysis, and recommendations that support this plan.

Their conclusions are clear: the University of Maine System is a good university system, but it must both resolve its financial issues and improve its performance in order to continue adding value to Maine in the years ahead. More than ever, the University of Maine System must play a critical role in providing opportunity for personal success by serving more students more efficiently, strengthening a state economy increasingly based on knowledge, research, and high-level skills,

and supporting a society that depends on a well-informed and engaged citizenry. To be successful we must work together as a system rather than as a collection of seven separate universities.

The faculty and staff of our universities and administration work hard, care deeply, and have achieved much. The success of our graduates and the contributions of our universities to Maine's economy and quality of life are testimony to that. But in these times of new educational and economic challenges, we are now called upon to think more creatively, work differently, and achieve more.

The UMS Board of Trustees recognizes that it must exercise leadership and empower the Chancellor to redirect the University of Maine System in accordance with this plan. This is essential in order to achieve financial sustainability and to align the University System with a vision that meets the changing needs of the people of Maine through seven high-quality, responsive universities.

The Trustees have embraced the recommendations put forward in the reports of all three arenas nearly in their entirety. One of the differences is that, given the current state of the economy, it is not an opportune time to alter the base funding of our universities. Nevertheless, we do recognize the need to expend our resources strategically and have committed to reallocating a portion of the current State appropriations accordingly, as described. The analysis and supporting information for these recommendations appear in the three arena reports. (Visit www.maine.edu/UMSNCND to view reports.)

The work described in this plan prioritizes, organizes, and establishes benchmarks against which to measure the implementation of the recommendations contained in the three arena reports.

The plan will accomplish the following:

- The structural financial gap will be eliminated, with expenses and revenues in balance;
- More students will attend and graduate from our universities;
- New programs and research efforts will be offered to support economic development; and
- Operations and service delivery will be more efficient, responsive, and cost effective.

THE CHALLENGES

The University System is facing two critical challenges.

Financial Sustainability

The first challenge is financial and led to the creation of the New Challenges, New Directions initiative, which presented a budget planning scenario that continues to serve as a guide for

estimating the structural financial gap. Much has been done to-date, but more shared sacrifice will be called for.

The projected growth in expenses exceeds the projected growth in revenues and will result, if no action is taken, in a **\$42.8 million annual shortfall in FY13** and is projected to grow thereafter. This is not sustainable. Neither can we continue to raise tuition at the rates necessary to bridge the budget gap. Consequently, this plan must first resolve this financial shortfall; and, as presented, it does.

Serving Maine People in a Time of Challenge and Change

The second challenge, despite current financial constraints, is to serve the people of Maine at a higher level than is currently the case. To do so, the University System must work in new and different ways to establish programs and services in geographic areas in Maine where they are most needed. Through better collaboration, reallocation, and careful planning, high demand programs like nursing, innovation, world languages, and science, technology, engineering, and math (STEM) can be expanded in a timely fashion within current resources.

ACTIONS

What follows is a set of actions that draws on the talents of our faculty, staff, friends, and supporters to craft a University System with stronger universities, leaner operations—including the System Office, clearer objectives, and more focused, measurable outcomes. The initial analysis and discussion of these recommendations can be found in the three arena reports. Through these actions, the University of Maine System will become a more efficient and productive educational, economic, and cultural engine for the state and in that role, it will enhance the means by which Maine people can achieve a better future. The work to be accomplished consists of a carefully chosen set of specific steps; a summary is presented on the next page (and in an expanded format in Appendix II). In a separate report, a more detailed plan will be provided for each action.

Action Plan - Short-Term (2010 or sooner)

Recommendations Requiring Action	Priority	Executive Sponsor	Investment	Svg/Rev FY13	Completion Date
<u>Administrative, Student, and Financial Services</u>					
Implement Campus/System FY10 budget savings initiatives	H	VCFA		\$13.2m	COMPLETE
Implement convenience fee solution (UMF, UMM and USM)	H	VCFA	\$12k	\$428k	COMPLETE
Create IT Advisory Group composed of academic and administrative stakeholders	M	VCFA			Sep-09
Create an Advisory Council for SWS composed of the presidents (or designees)	M	VCFA			Sep-09
Review current tuition waivers and interaction with financial aid	H	VCFA		\$860k	Nov-09
Contain the cost of compensation and benefits at current levels for FY10 & FY11	H	VCFA		\$13.8m	Dec-09
Implement strategic sourcing for procurement	H	VCFA		\$600k	Jan-10
Develop energy management support for campuses	M	VCFA	TBD	TBD	Jan-10
Implement data entry for immunizations, Native American waivers & Stafford exit interviews at SPC	M	EDSA			Jan-10
Accelerate implementation of payroll streamlining	M	VCFA			Feb-10
Implement an annual survey of SWS customers to assess satisfaction with services	M	VCFA			Mar-10
Implement service level agreements between SWS and campuses	M	VCFA			Mar-10
Adopt 'Centers of Expertise' model for HR and EEO	M	VCFA			Mar-10
Complete study of markets, strategic pricing & financial aid to improve access and affordability	H	VCFA	\$250k	\$3-5m	Mar-10
Conduct an annual system-wide planning summit on access, affordability & enrollment	M	EDSA			Apr-10
Implement incentives for wellness	M	VCFA	\$250k	\$600k	Apr-10
Conduct annual reviews of SWS services	M	VCFA			Jun-10
Implement the ERP Competency Center	H	VCFA	\$259k		Jul-10
Incorporate document imaging and management into employee benefits administration	L	VCFA			Dec-10
Implement automation of procurement and accounts payable	H	VCFA	\$1.3m	\$1.3m	Dec-10
Implement a common set of self-service practices and payment policies	M	VCFA			Dec-10
<u>Academic Programs and Services</u>					
Partner with Maine Community Adult Education programs	H	EDSA			Jan-10
Strengthen data collection and institutional research for distance education	M	VCAA			Jan-10
Finalize establishment of peer groups by institution and identify base funding levels	M	VCAA			Mar-10
Conduct an annual systemwide planning summit on academic program development	M	VCAA			Apr-10
Accelerate the degree proposal and approval process	M	VCAA			Sep-10
<u>Governance</u>					
Create an annual report on Measures of Progress to measure UMS performance	H	Chancellor			Nov-09
Conduct a biennial statewide planning summit on Maine's higher education needs	H	Chancellor			Feb-10
Develop a UMS feedback website	M	Chancellor			Mar-10
Generate a Public Agenda	H	Chancellor			Apr-10
Create strategic investment fund	H	Chancellor	\$5.6m	TBD	Jun-10
Define Role and Scope statements for each university providing mission differentiation	H	Chancellor			Sep-10
Articulate statewide distance education mission and implement plan to expand	H	Chancellor			Sep-10
Engage MCCS in planning, improving transfer of credits and sharing resources	H	Chancellor			Sep-10

Action Plan - Long-Term (2011 or later)

Recommendations Requiring Action	Priority	Executive Sponsor	Investment	Svg/Rev FY13	Completion Date
<u>Administrative, Student, and Financial Services</u>					
Develop a front end portal and virtual self service center for MaineStreet	H	VCFA	\$3-4m		Jun-11
Implement the Hybrid IT Consolidation Model	H	VCFA		\$1.1m	Jul-11
Implement one-stop student service at each campus	M	EDSA			Aug-11
Negotiate and implement incentives for use of quality care	M	VCFA			Sep-11
Expand HR employee and manager self service tools	L	VCFA			Dec-11
Replace out-dated facilities information management system	L	VCFA	\$750k - \$1m		Jul-12
Implement HR self service portal and case management tools	L	VCFA			Jul-13
Modernize distance learning technologies and connectivity	M	VCFA	TBD		Sep-13
<u>Academic Programs and Services</u>					
Implement seamless student transfer of credit hours within UMS	H	EDSA			Jan-11
Review and eliminate courses with enrollment of 12 or fewer	H	VCAA		\$2m	Sep-13
Review; grow or eliminate academic programs with five or fewer graduates	H	VCAA			Sep-13
Establish and reach student-faculty ratios targets	H	VCAA		\$6-8m	Sep-13
Modernize the operation of University College	M	UMA President	TBD		Sep-13
<u>Governance</u>					
Implement refined missions and commence new 5-year strategic plans for each university	H	Presidents			Jun-11
Implement a common calendar for the seven universities	M	Chancellor			Sep-12
Establish and reach enrollment targets	H	Chancellor		\$3-5m	Sep-13
Establish and reach completion targets	H	Chancellor			Sep-13
Achieve the goals of the Public Agenda	H	Chancellor			Jan-15

Priority: H-high; M-medium; L-low

Executive Sponsor: VCAA-Vice Chancellor for Academic Affairs; VCFA-Vice Chancellor for Finance & Administration; EDSA-Executive Director of Student Affairs

A. Closing the Financial Gap

The first responsibility of this plan is to generate enough savings, efficiencies, and revenues to resolve the projected \$42.8 million operating shortfall in FY13. Taken together, the many actions shown in the Action Plan—some large, some small—accomplish this first goal. The universities deserve credit for savings to-date and acknowledgement that the bulk of savings will need to occur at that level. These savings are summarized below:

Administrative, Student and Financial Services Savings:

SAVINGS TARGET (in millions)	FY10	FY11	FY12	FY13
Universities/SWS Savings	\$11.5	\$12.4	\$12.8	\$13.2
Work force Management	\$6.5	\$14.2	\$14.4	\$13.8
Hybrid IT Model and Other Savings	\$0.9	\$1.1	\$1.1	\$1.1
Finance and Accounting/Waivers	\$0.4	\$1.2	\$1.3	\$1.3
Strategic Procurement	\$0.6 - \$1.1	\$0.6 - \$1.5	\$0.6 - \$1.7	\$0.6 - \$1.9
Savings	\$19.9 - \$20.4	\$29.5 - \$30.4	\$30.2 - \$31.3	\$30.0 - \$31.3

Academic Programs and Services Savings:

SAVINGS TARGET (in millions)	FY10	FY11	FY12	FY13
Review of Low-Enrolled Courses	\$1.0	\$1.0	\$1.5	\$2.0
Faculty-Student Ratios/Program Review	\$0.0	\$2.0 - \$3.0	\$5.0 - \$7.0	\$6.0 - \$8.0
Savings	\$1.0	\$3.0 - \$4.0	\$6.5 - \$8.5	\$8.0 - \$10.0

Revenue Growth Above Current Projections:

SAVINGS TARGET (in millions)	FY10	FY11	FY12	FY13
Enrollments: Recruitment/Retention	\$0.0	\$0.0 - \$0.8	\$1.0 - \$2.0	\$3.0 - \$5.0

The recommendations from the three arena reports point to new and strategic use of tuition and fees and student financial aid, as part of student recruitment strategies aimed at reversing the recent trend of flat enrollment. Tuition policy must seek not only to provide necessary revenue, but also to promote access and completion, while student financial aid policy must ensure the affordability of higher education. Implementation of a system-wide strategy to recruit and retain students through strategic pricing of tuition and use of student financial aid will serve to improve Maine's higher education attainment levels.

As the Arena III Task Force report states, “no organization can cut its way to long-term success.” Revenue growth is essential to the long-term sustainability of our seven university system. A holistic and integrated approach to attract and retain an additional 500 to 700 full-time equivalent students would yield approximately \$3-5 million in increased net revenues by FY13 if developed and implemented over the next two years.

Investments

The investments identified in the Action Plan are necessary to modernize our capacity to better serve our students and to produce the savings needed to balance the FY13 budget. These investments have long-term returns that make this overall financial plan sustainable for the foreseeable future. Investments will come from the Strategic Investment Fund being expanded as part of this plan.

In total, the three “New Challenges New Directions” arena reports have identified savings, cost avoidance actions, efficiencies, and revenues that **offset the \$42.8 million structural deficit by FY13.**

When adopted, these changes will produce the following operational outcomes:

- A substantial reduction in projected costs;
- A more transparent, accountable, and agile approach to problem solving;
- Increased operational efficiency;
- A stronger emphasis, internally and externally, on “customer service”
- A consistent focus on improving quality of operations and programs; and
- Increased enrollments, particularly in high need, high demand programs.

Even with these efforts, additional spending reductions will likely be necessary for the System Office and the seven universities given the continued uncertainty of the global economy.

B. Serving the People of Maine

This plan must do more than produce financial sustainability. It must also protect academic quality and expand the impact of the System. This occurs at several levels.

1. *Individual Growth and Opportunity:* National research has made it clear that the most important measure of individual success is graduation from college. This must include all students: traditional undergraduates, graduate students, currently employed individuals, and those who transfer into our institutions. All learning must have a high-quality academic foundation of arts and sciences so that graduates, no matter what academic

degree they receive, develop the educational grounding that they will need for life, careers, and citizenship.

The detailed work in this area will achieve the following outcomes:

- Simplify transfer between UMS institutions, and also with other institutions, particularly the Maine Community Colleges;
 - Increase the number of undergraduate and graduate programs in essential academic fields;
 - Keep college affordable through cost containment and efficient operations;
 - Increase financial aid for those who cannot afford college;
 - Invest in student support programs that increase retention and graduation; and
 - Recruit those who otherwise might not attend a Maine university, and support them through graduation.
2. **Economic Competitiveness**: The economy of the 21st century will be built upon knowledge, technology, advanced skills, and global interaction. The majority of future jobs and businesses will rely on people with more education and knowledge, on processes that are more sophisticated, and on products that are not yet invented. Building and supporting the new economy in Maine will rely greatly upon the resources, responsiveness, and creativity of the University of Maine System’s universities—allowing us to draw more effectively on our geographic access to Canada and Europe.

The detailed work in this area will achieve the following outcomes:

- Add programs and degrees responsive to the changing state and global economy in areas such as nursing, innovation, world languages and STEM (science, technology, engineering, and math);
 - Increase learning opportunities for working adults;
 - Enhance the role of each university as a regional partner in economic development;
 - Transform distance education into a key component in the System’s strategy for access; and
 - Strengthen basic and applied research linked to Maine’s future, and emphasize the statewide land grant role of the University of Maine.
3. **Quality of Life**: The rigors of a dynamic and mobile society demand greater attention to the quality of life in our communities. Universities offer cultural events, provide continuing education and self improvement courses, partner in studying and solving local issues, and offer convening functions for local discussion and the development of effective public

policy.

The detailed work in this area will achieve the following outcomes:

- More active faculty, staff, and student engagement in the lives of their communities;
- Greater public access to university resources, programs, and events; and
- More frequent faculty, staff and student involvement in community and regional problem solving.

Baselines and targets against which to measure progress in achieving the outcomes outlined above appear in Appendix I – Annual Measures of Progress.

NEW WAYS OF WORKING

Accomplishing this plan requires substantial changes in how we work. These include:

- Collaborative development of a Public Agenda that more clearly aligns System resources and actions with the needs of the state, and builds critical partnerships with the Governor, the Legislature, the Education Commissioner, the Maine Community College System, K-12 educators, and the business community, as well as many other parties;
- Focusing institutional missions and programs to increase service to constituencies, while reducing overlap and costs;
- Enhance online technology to deliver a broader array of courses and services statewide; and
- Expanded use of incentives, strategic investments, and accountability measures that will move us away from historic funding formulas and towards more results oriented funding approaches.

This was made clear in the Task Force Report (www.maine.edu/UMSTaskForce) which urged the University of Maine System to “act as a union not a confederation.” This would add the ability to “...provide focus, quality, and consumer-friendliness to the System.” The Task Force also recommended that the University System restructure System-wide Services, to make those services “...accountable, while at the same time urging the University System to explore the expansion of common service provision and purchases” in selected areas. In addition, the Task Force called for the “use of financial policy to realize System goals.”

These changes would make it easier to “align financing, including allocation of State General Fund appropriations, tuition policy, and student aid policy, with the goals of the public agenda and differentiated institutional missions.” Therefore, the current Strategic Investment Fund (SIF) will

be expanded to equal 3% of the annual state appropriation. This fund will be used to advance the public agenda, create a return on investments, and strengthen the seven universities.

It will take time to develop these substantive changes. New structures are needed to facilitate new ways of working. They will not replace the role of the presidents, university leadership, and shared governance. Also the Chancellor will need a more visible presence in the state capitol, working regularly from his existing System office provided by the University of Maine at Augusta, to meet with state and other leaders to impact public policy.

The plan includes the establishment of the following System-wide efforts:

- A. *Public Agenda*** - Working with educational institutions, state leadership, and the private and non-profit sectors, the University System will lead the way in generating a broad Public Agenda by the spring of 2010, that has, at its core, the goals of enrolling and graduating more students, strengthening the economy, and enhancing Maine’s quality of life.
- B. *Statewide Planning Summit on Maine’s Higher Education Needs*** - Every two years, the Chancellor and Chair of the UMS Board of Trustees will co-host a statewide summit on the status of higher education in Maine to assess changing employment patterns and projections. The findings of the summit, which will be published and distributed widely, will guide the System in prioritizing new programs and activities that better serve the citizens of Maine.
- C. *Program Development Planning Summit*** - Academic and administrative leadership of each university will gather annually with System leadership for a multi-day discussion of the need for program changes, deletions, or additions. The development of an annual report on planned undergraduate and graduate program developments will be the outcome of this work.
- D. *Access, Affordability, and Enrollment Planning Summit*** - Student affairs officers and enrollment management leaders will meet annually to develop coordinated strategies to grow enrollment. The development of an annually updated integrated enrollment management plan, that includes specific strategies for each university, will be the outcome of this work.
- E. *Shared Services Advisory Council*** - The Advisory Council will evaluate the needs of the universities and their constituencies and help shape the growth, reduction, or changes in shared and/or centralized services and the opportunity to employ alternative service models, such as campus-based delivery. The Advisory Council will also assist in further defining those services that constitute shared operations between—and on behalf of—the universities, versus governance functions that serve the leadership and oversight

responsibilities of the UMS Board of Trustees. The Advisory Council, made up of presidents (or their designees) and chaired by the Vice Chancellor of Finance and Administration, will meet regularly to provide guidance, oversight, and university input.

- F. *Annual Report on Measures of Progress*** - A public report will assess progress based on a set of metrics related to the financial, public service, and academic performance of the System. A list of metrics appears in Appendix I.
- G. *UMS Feedback Web site*** - Students, faculty, staff, and members of the public will have access to a web site where they may communicate their suggestions, satisfaction, or concerns.

The above are the first and most immediate steps necessary to implement new ways of working and identifying problems and solutions.

SUMMARY/CONCLUSION

The University of Maine System is responding to the challenges it faces by seeing them as opportunities—opportunities to think more creatively and deeply about our finances, purposes, work, and outcomes. The process has been open and inclusive. The implementation of the plan will be undertaken with the same commitment to accountability and transparency.

Through greater collaboration and an unwavering focus on the state’s priorities, we indeed will be able to say—and demonstrate—that we are adding value through educational opportunity and economic development.

Appendix I: Annual Measures of Progress

	Current	2-YEAR TARGET	4-YEAR TARGET
I. INDIVIDUAL GROWTH AND OPPORTUNITY			
1. Degrees Conferred			
Associates	348		
Bachelors	4,173		
Masters	927		
Certificate of Advanced Studies	40		
Doctorate	50		
Law	72		
2. Graduation and Retention Rate			
First-to-second year retention rate	69.1%		
6-year graduate rate	47.6%		
Annual completion rate (percentage of total enrollment)	16.7%		
3. College Costs:			
Tuition and Fees as a percentage of state household income	14.8%		
Financial aid as a percentage of annual cost	68%		
Student loans as a percentage of financial aid	53%		
Percent increase in tuition	6.0%		
4. New Undergraduates			
1st Time	4,608		
Transfer	1,875		
5. Fall enrollment by degree level			
Undergraduate (Headcount)	28,290		
(FTE)	20,943		
Graduate (Headcount)	4,318		
(FTE)	2,745		
In-State (Headcount)	28,309		
(FTE)	19,853		
Out-of-State(Headcount)	4,299		
(FTE)	3,834		
6. Biennial National Survey of Student Engagement (NSSE) scores (Number of universities at or above peer average)			
Level of Academic Challenge	3		
Enriching Educational Experiences	3		
Supportive Campus environment	5		

	Current	2-YEAR TARGET	4-YEAR TARGET
II. ECONOMIC COMPETITIVENESS			
1. Economic impact on State			
UMS dollar impact	\$1.5 Billion		
2. Total R&D Expenditures (\$millions)	\$72		
Federal	\$36		
State	\$9		
Private	\$11		
University	\$16		
3. MEIF funds and leveraged funds			
MEIF Funds	\$13,826,633		
Grants & Contracts Generated	\$51,272,589		
Total Funds	\$65,099,222		
4. Business support measures			
Business start-ups assisted	TBD		
FTE jobs created	597		
Patents			
Filed	23		
Issued	6		
5. Number of adults aged 25-64 enrolled	11,933		
6. Percentage of Maine population with at least a baccalaureate degree	25.9%		
7. Percentage of Maine population with a graduate degree	8.9%		
8. Science, Technology, Engineering and Mathematics (STEM) degrees awarded	864		
9. Nursing and Allied Health degrees awarded	447		
10. Business degrees awarded	659		
11. Learning opportunities through technology			
Number of students served through technology	TBD		
Number of courses offered through technology	TBD		

	Current	2-YEAR TARGET	4-YEAR TARGET
III. QUALITY OF LIFE			
1. Number of citizens attending events at universities annually	TBD		
2. Volunteer hours by students, faculty and staff	TBD		
3. Public Service			
Citizens served by Cooperative Extension	TBD		
Citizens served by Small Business Development Centers	TBD		
4. Survey of the General Population			
"Very or Somewhat Favorable Overall Impression of the UMS"	75.3%		

	Current	2-YEAR TARGET	4-YEAR TARGET
IV. VALUED INVESTMENT			
1. Financial Indicators			
Primary Reserve Ratio = Expendable Net Assets/Total Expenses	26.8%		
Return on Net Assets Ratio = Change in Net Assets/Total Net Assets	1.5%		
Net Oper Rev Ratio = Oper Inc (Ls) Plus Net Non Oper Rev (Exp)/Oper Rev Plus Nonoper Rev	0.4%		
Viability Ratio = Expendable Net Assets/Long Term Debt	80.2%		
Debt Burden Ratio = Debt Service/Total Expenditures	2.7%		
2. Staffing Ratios			
Student/Faculty ratios	TBD		
Student/Staff ratios	TBD		

Appendix II: Expanded Action Plan - Short-Term (2010 or sooner)

Recommendations Requiring Action	Arena	Ref	Priority	Executive Sponsor	Responsible Parties	Investment	Svg/Rev FY13	Initiation	Completion Date	Metric
<u>Administrative, Student, and Financial Services</u>										
Implement Campus/System FY10 budget savings initiatives	I	p. 10	H	VCFA	CFOs		\$13.2m	N/A	COMPLETE	Savings achieved
Implement convenience fee solution (UMF, UMM and USM)	I	C. 1.	H	VCFA	CIO, CFOs	\$12k	\$428k	Apr-09	COMPLETE	Savings achieved
Create IT Advisory Group composed of academic and administrative stakeholders	I	B. 2.	M	VCFA	CIO, IT Directors			Sep-09	Sep-09	Advisory Group established
Create an Advisory Council for SWS composed of the presidents (or designees)	III	3. 1.	M	VCFA	Presidents			Sep-09	Sep-09	Advisory Council established
Review current tuition waivers and interaction with financial aid	I	C. 2.	H	VCFA	BOT		\$860k	Nov-09	Nov-09	Schedule BOT review/decision
Contain the cost of compensation and benefits at current levels for FY10 & FY11	I	F. 5.	H	VCFA	HR, CFOs		\$13.8m	Mar-09	Dec-09	Savings achieved
Implement strategic sourcing for procurement	I	E. 1.	H	VCFA	CFOs		\$600k	Jul-09	Jan-10	Savings achieved
Develop energy management support for campuses	I	D. 3.	M	VCFA	CFOs	TBD	TBD	Sep-09	Jan-10	Support implemented
Implement data entry for immunizations, Native American waivers & Stafford exit interviews at SPC	I	G. 2.	M	EDSA	SPC			Aug-09	Jan-10	SPC processing transactions
Accelerate implementation of payroll streamlining	I	F. 3.	M	VCFA	HR Directors			Sep-09	Feb-10	90% direct deposit participation
Implement an annual survey of SWS customers to assess satisfaction with services	III	3. 2. D.	M	VCFA	SWS Advisory Council			Jan-10	Mar-10	Baseline established
Implement service level agreements between SWS and campuses	III	3. 2. E.	M	VCFA	SWS Advisory Council			Jan-10	Mar-10	Baseline established
Adopt 'Centers of Expertise' model for HR and EEO	I	F. 2.	M	VCFA	HR Directors/EEO			Sep-09	Mar-10	Pilot implemented
Complete study of markets, strategic pricing & financial aid to improve access and affordability	III	4. 2.	H	VCFA	EDSA, CFOs	\$250k	\$3-5m	Sep-09	Mar-10	Implement recommendations
Conduct an annual system-wide planning summit on access, affordability & enrollment			M	EDSA	CSAOs, CFOs			Nov-09	Apr-10	Summit held/actions determined
Implement incentives for wellness	I	F. 4.	M	VCFA	HR	\$250k	\$600k	Sep-09	Apr-10	Launch wellness initiative
Conduct annual reviews of SWS services	III	3. 2. F.	M	VCFA	SWS Advisory Council			Mar-10	Jun-10	Performance evaluated
Implement the ERP Competency Center	I	B. 3.	H	VCFA	CIO	\$259k		Sep-09	Jul-10	Positions hired & trained
Incorporate document imaging and management into employee benefits administration	I	F. 1.	L	VCFA	CIO, HR Directors			Sep-09	Dec-10	Technology implemented
Implement automation of procurement and accounts payable	I	E. 2.	H	VCFA	CFOs	\$1.3m	\$1.3m	Sep-09	Dec-10	Technology & org implemented
Implement a common set of self-service practices and payment policies	II/UC	2	M	VCFA	EDSA, CFOs, CAOs			Jan-10	Dec-10	Polices/practices consistent
<u>Academic Programs and Services</u>										
Partner with Maine Community Adult Education programs	II/UC	6	H	EDSA				Sep-09	Jan-10	Collaboration implemented
Strengthen data collection and institutional research for distance education	II/UC	3, 4	M	VCAA				Jan-10	Jan-10	New reports created/analyzed
Finalize establishment of peer groups by institution and identify base funding levels	III	Appx II	M	VCAA	CAOs, VCFA, CFOs			Sep-09	Mar-10	Base funding levels identified
Conduct an annual systemwide planning summit on academic program development			M	VCAA	CAOs			Nov-09	Apr-10	Summit held/actions determined
Accelerate the degree proposal and approval process			M	VCAA	CAOs			Sep-09	Sep-10	Process implemented
<u>Governance</u>										
Create an annual report on Measures of Progress to measure UMS performance			H	Chancellor	Sr. Staff			Sep-09	Nov-09	Progress on measures published
Conduct a biennial statewide planning summit on Maine's higher education needs			H	Chancellor	Sr. Staff, Presidents			Dec-09	Feb-10	Summit held/actions determined
Develop a UMS feedback website			M	Chancellor	CIO, External Affairs			Nov-09	Mar-10	Website launched
Generate a Public Agenda	III	1. 1	H	Chancellor	Sr. Staff, Presidents			Sep-09	Apr-10	Public Agenda published
Create strategic investment fund	III	4. 1.	H	Chancellor	BOT	\$5.6m	TBD	Apr-10	Jun-10	Projects identified/funded
Define Role and Scope statements for each university providing mission differentiation	III	2. 2.	H	Chancellor	BOT			Apr-10	Sep-10	Role & Scope stmts established
Articulate statewide distance education mission and implement plan to expand	II/UC	1	H	Chancellor	Presidents			Jan-10	Sep-10	Mission/plan implemented
Engage MCCS in planning, improving transfer of credits and sharing resources	III	2. 7.	H	Chancellor	MCCS President			Sep-09	Sep-10	Plan developed

Appendix II: Expanded Action Plan - Long-Term (2011 or later)

Recommendations Requiring Action	Arena	Ref	Priority	Executive Sponsor	Responsible Parties	Investment	Svg/Rev FY13	Initiation	Completion Date	Metric
<u>Administrative, Student, and Financial Services</u>										
Develop a front end portal and virtual self service center for MaineStreet	I	G. 3.	H	VCFA	CIO, EDSA	\$3-4m		Nov-09	Jun-11	Portal launched
Implement the Hybrid IT Consolidation Model	I	B. 1.	H	VCFA	CIO, IT Directors		\$1.1m	Sep-09	Jul-11	Model implemented
Implement one-stop student service at each campus	I	G. 4.	M	EDSA	Presidents			Sep-09	Aug-11	One-stop centers established
Negotiate and implement incentives for use of quality care	I	F. 4.	M	VCFA	HR			Jan-11	Sep-11	Agreements achieved
Expand HR employee and manager self service tools	I	F. 1.	L	VCFA	CIO, HR Directors			Sep-10	Dec-11	Technology implemented
Replace out-dated facilities information management system	I	D. 2.	L	VCFA	CIO, Facility Directors	\$750k - \$1m		Sep-11	Jul-12	Technology implemented
Implement HR self service portal and case management tools	I	F. 1.	L	VCFA	CIO, HR Directors			Sep-12	Jul-13	Technology implemented
Modernize distance learning technologies and connectivity	II/UC	5, 7	M	VCFA	CIO, IT Directors	TBD		Jan-10	Sep-13	Technology implemented
<u>Academic Programs and Services</u>										
Implement seamless student transfer of credit hours within UMS	III	2. 3.	H	EDSA	VCAA, CAOs			Sep-09	Jan-11	Satisfaction improved
Review and eliminate courses with enrollment of 12 or fewer	II	1	H	VCAA	CAOs		\$2m	Sep-09	Sep-13	Changes implemented/savings
Review; grow or eliminate academic programs with five or fewer graduates	II	2	H	VCAA	CAOs			Sep-09	Sep-13	Changes implemented/savings
Establish and reach student-faculty ratios targets	II	3	H	VCAA	CAOs		\$6-8m	Nov-09	Sep-13	Targets achieved
Modernize the operation of University College	II/UC	10 - 18	M	UMA President	UC staff	TBD		Jan-10	Sep-13	Policies implemented
<u>Governance</u>										
Implement refined missions and commence new 5-year strategic plans for each university	III	2. 2.	H	Presidents	University Community			Jan-10	Jun-11	Missions implemented
Implement a common calendar for the seven universities	III		M	Chancellor	Presidents, VCFA, CAOs			Jan-10	Sep-12	Common calendar implemented
Establish and reach enrollment targets	II	4	H	Chancellor	Presidents		\$3-5m	Jan-10	Sep-13	600 FTEs by FY13
Establish and reach completion targets	II	5	H	Chancellor	Presidents			Jan-10	Sep-13	18% by FY13
Achieve the goals of the Public Agenda	III	5. 1.	H	Chancellor	Sr. Staff, Presidents			Jan-10	Jan-15	Goals achieved

Priority: H-high; M-medium; L-low

Executive Sponsor: VCAA-Vice Chancellor for Academic Affairs; VCFA-Vice Chancellor for Finance & Administration; EDSA-Executive Director of Student Affairs