

Chancellor's Remarks on System Change

BOT meeting – January 26, 2015

BOT endorsed Vision guides our restructuring efforts - July, 2014



The University of Maine System is an integrated system of distinct campuses, centers, and other facilities operating in concert to provide high-quality educational undergraduate and graduate opportunities that are accessible, affordable, and relevant to the needs of Maine students, businesses, and communities. It drives economic development by conducting world-class research, commercializing valuable ideas, and partnering successfully with businesses and industries throughout Maine and beyond. It is the state's most engaged and responsive institution working on behalf of all Maine citizens, communities, and institutions. It is Maine's most important public asset.



Our Goal

One University for all of Maine:

A fully integrated university with multiple mission-differentiated campuses.

- ✓ *Accessible*
- ✓ *Affordable*
- ✓ *Relevant, Quality Programs*
- ✓ *Community Engaged and Responsive*
- ✓ *Fiscally sustainable*

Multiple mission-differentiated campuses

- Each campus maintains its core identity with a strategic focus to give it competitive advantage.
- Each campus will have a president who is responsible for their institution's success while being part of a larger, more integrated executive team.
- The role of the campus Board of Visitors will be expanded to ensure regional needs are well represented in key decision processes.

Administrative repositioning

- UMS will dramatically reduce and reorganize all administrative functions into a single, integrated administrative structure appropriate to its mission, resources, and size.
 - Integration can be thought of as a matrix with functions in rows and locations as columns. The function is the basic administrative unit of analysis and budgeting, operationalized across the various locations.

Academic repositioning - goal

- *Working in collaboration with faculty and staff to coordinate and integrate our academic and research programs, UMS will ensure our critical programs are adequately resourced, every Maine student has affordable access to any UMS program for which he or she is qualified, and UMS research advances economic growth and opportunity.*

Academic repositioning - methods

- The APRIP process will be the primary vehicle for program coordination and integration.
- We will create more active partnerships with Maine employers to address workforce development needs and make internships and other forms of community engagement a basic component in our educational toolbox.
- We will better integrate our research resources, investing more in research and service that tie directly to Maine businesses and industries.

Why this new model

- The historical tension has been between campus autonomy and System accountability. Set up with “either/or” thinking, this has resulted in an organization that cannot survive in today’s environment.

Why this new model

- The new model forms the framework for complementarity and optimum delivery of value across the portfolio:
 - ✓ We retain and focus all 7 institutions, thus sustainably serving regional needs
 - ✓ Each campus differentiates to form a competitive niche
 - ✓ We leverage academic and administrative strengths over the whole – thus better serving our students and the state
 - ✓ We reduce redundancy and bureaucratic waste, eliminate barriers to innovation and responsiveness

Spring 2015 priorities

- External and internal engagement processes continue.
- Financial model recommendations to BOT in March. (SI2)
- Develop administrative restructuring priorities, review and refresh priority processes including market research, marketing, enrollment management, retention, etc. (SI3)
- Continued benchmarking of structures and best practices at other systems.
- Complete first round of campus strategic differentiation. (SI1)
- APRIP process continues with nine academic subteams formulating recommendations. (SI4)
- BOVs engage in developing their expanded role (an extension of their involvement in recent strategic planning)