



OFFICE OF THE PRESIDENT

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Board of Trustees Meeting

STRATEGIC PLANNING COMMITTEE

ZOOM

Thursday, March 9, 2023

4:00 p.m.

<https://zoom.us/j/98495824784>

AGENDA

1. Approval of Prior Meeting Minutes
2. SWOT Review



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Strategic Planning Committee Trustees Present: Anne Roosevelt, Margaret Angell, Valerie Bilogue, Commissioner Laura Fortman, Elizabeth Neptune, and Cherie Wendelkin

Others: David Daigler, President, Noel Gallagher, Director of Communications and Public Affairs

Chair Roosevelt called the meeting to order at 10:00 a.m.

Minutes – Approved minutes as presented for February 8, 2023.

Legislative Update

President Daigler provided an update on legislative activities noting that Free college has succeeded in bringing students back to college who had stepped away from higher education, especially during the pandemic. Focus is on the financial hurdle that lower/middle income families see when they face higher education is an important consideration for Strategic Planning.

A separate LD is being considered for the expansion of services delivered to students due to a significant increase in the mental wellbeing of students and staff. Such services would include additional navigators, learning assistant programs and other similar student success programs. Again, an important consideration for Strategic Planning.

President Daigler provided an update on two grants noting discussions are being held with the donors to restructure their gifts:

- The Alford Foundation is considering a request to restructure their four-year gift into a three-year plan.
- The Osher Foundation is considering simplifying their 5 gifts into a single instrument with two designated recipient groups – early college student scholarships and college student scholarships supporting the cost of attendance. The scholarships will continue to be need based.

Update on Campus Visits

President Daigler and Noel Gallagher provided an update on campus visits.

SWOT February 2023

<p>Strengths</p>	<p>Excellent reputation, strong political support.</p> <p>Student focused: Affordable, relevant and high-quality instruction, convenient, strong articulation/transfer agreements.</p> <p>Talented employees: skilled, committed; connected to industry/expertise.</p> <p>Strong guiding principles/sense of mission. Strong leadership.</p>
<p>Weaknesses</p>	<p>OUR PEOPLE: Outdated salary/compensation that hurts ability to attract and retain employees. Critical vacancies. Aging workforce. Outdated contracts for meeting new academic and workforce landscape.</p> <p>OUR STUDENTS: Need to improve recruitment and retention of students. Need to do more to meet increasing student basic needs.</p> <p>OUR FACILITIES: Underutilizing facilities/need to expand academic calendar/cycles to year-round programming. Outdated tools.</p> <p>FINANCIAL: Financial model not sustainable.</p>
<p>Opportunities</p>	<p>OUR MISSION: Workforce training in demand. Changing job landscape and we are nimble and responsive.</p> <p>OUR PEOPLE: Improve compensation, career opportunities and growth. Develop new roles for alumni, students. Expand geographic reach out of state for students, business partners, employees.</p> <p>OUR STUDENTS: Adapt offerings to meet student needs. Free College. Focus on recruiting/expand recruiting to new audiences: (some college, no degree) (adult ed) (New Mainers +) (youth pre-apprenticeship) (people with disabilities) (veterans) (justice/incarcerated) (recovery community) Support legislation that benefits our students (Expansion of PELL) (no benefits cliff) (family friendly policies) Increase yield on Early College students.</p> <p>OUR ACADEMICS: Expand academic calendar/cycles to year round programming. Increase delivery methods/options. Strengthen leadership pipeline. New tech for teaching (AI, VR, AR, simulation)</p> <p>FINANCIAL: More shared services. Collaborate with UMS/industry partners, leverage compact member partnerships. Expand public-private partnerships. Explore new revenue sources.</p>
<p>Threats</p>	<p>FINANCIAL: Financial model unsustainable.</p>

OUR PEOPLE: Employee recruitment and retention. Outdated compensation, contracts, aging workforce, difficulty recruiting and retaining employees.

OUR STUDENTS: Student recruitment and retention. Increased competition for students from other higher eds/third party educator/training options. Increasing student basic needs, mental health needs.

State's demographics. Current economy. Employers not requiring degrees, move to skills-based hiring. Maine's general lack of public transportation/ broadband/ housing stock.

Public perception of value of college degree

Cost of facility needs

Lack of balance with ST training and degree programs. Faculty leadership resistance to evolving instructional model/work

The future of education from the perspective of faculty, delivery methods and the impact on student success was discussed as well as the need for professional development. Overall students and faculty feel very supported – faculty, class sizes, extended services (navigators).

Valerie and Elizabeth left the meeting (10:50 a.m.)

President Daigler explained some of the issues related to attracting and retaining employees, noting areas such as non-monetary benefits, shares services, flexibility, and various modalities for providing services could provide avenues to attract and retain employees in the future.

The next meeting will be focused on the SWOT Analysis.

Meeting adjourned at 11:00 a.m.