A Vision for Excellence
Serving the People of Maine

University of Maine System Mission
The purpose of the University of Maine System is to provide for an educated and diverse citizenry through high-quality teaching, research, and public service. The University of Maine System lends vision and leadership to higher education in Maine and serves as an economic engine for the State. Through the System’s leadership, it advocates financial and political support for higher education and allocates resources to serve the educational needs of the State.
Generating the System-Based Priorities

Each Implementation Planning committee developed recommendations for implementing the charge of their specific strategic direction. At a Strategic Planning retreat in February 2006, those involved in the Strategic Planning process participated in a priority-setting exercise. A general consensus developed around these priorities at that retreat. As part of the final report, each Implementation Planning committee was asked to prioritize their own recommendations.

At the April 2006 meeting of the Strategic Planning Subcommittee of the Board of Trustees, those priorities were further refined and discussed, and a preliminary set of initial steps were approved and sent to the campuses for review. The feedback from those sessions was discussed during the May 2006 meeting of the Strategic Planning Subcommittee with the Presidents and the Strategic Direction chairs.

At the end of that meeting, the subcommittee voted to send seven first phase recommendations to the full Board of Trustees for the first phase of implementation.

Generating the Campus-Based Priorities

As part of the System Strategic Planning Process, each of the campus presidents has been asked by the Board of Trustees to develop campus-specific Strategic Plans that will be approved by the Board. The University of Southern Maine and the University of Maine at Fort Kent have submitted their plans, and other campuses will follow over the next year.

As with the System-based planning, each campus has been asked to develop campus-based priorities for their universities. The campus-based Strategic Planning committees have submitted two progress reports, and will submit final reports at a retreat with the Chancellor in June, where they will begin the work of integrating the campus-based priorities with the System first phase priorities. They will submit the first phase campus priorities to the Chancellor and the Board of Trustees at the Board’s scheduled July meeting.

Financial Setting and Implications

Each of the Implementation Planning committees developed an investment budget that outlines what funds will be needed to fully implement the recommendations in their reports. The University of Maine System faces a $102 million financial structural gap by FY09, before any tuition and State appropriation increases. The Strategic Planning process and the work accomplished by the Implementation Planning committees recognized the reality of rising costs, evolving educational methodologies, and a changing economy.

Keeping those financial constraints in mind, there are a number of strategies that will be used to generate revenue and lead to cost reductions and greater financial efficiency:

- institute System-wide efficiencies;
- advocate for increases in State appropriations;
- increase student retention and graduation rates;
- increase endowments;
- seek alternative sources of funding such as grants and contracts; and
- implement affordable tuition and fee increases at levels necessary to augment State support and to sustain academic quality.

All of the work above will be guided by the process outlined in Strategic Direction #6 on accountability. As the implementation of the Strategic Plan begins, the System will take steps to make certain it remains accountable to the people of the State of Maine, maintains the highest standards of performance, and ensures prudent stewardship of its resources.
## University of Maine System Strategic Plan
### First Phase Priorities: Recommendations and Rationale

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<thead>
<tr>
<th>Recommendations</th>
<th>Rationale</th>
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<td><strong>Strengthen and invest in undergraduate and graduate programs for the State of Maine.</strong></td>
<td>The UMS mission statement affirms the importance of an educated citizenry. Providing high-quality academic programs will ensure that UMS continues to serve the state and the students who attend our universities.</td>
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<td><strong>Provide effective Financial Aid programs to support student success</strong></td>
<td>The UMS needs to ensure that all students who aspire to higher education have the financial resources so they can attend and succeed at our universities, and that our universities remain affordable to Maine citizens.</td>
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<td><strong>Refine and reach compensation goals</strong></td>
<td>In order to maintain academic quality and serve the needs of Maine citizens, the UMS must be able to recruit and retain high-quality faculty and staff. Providing adequate compensation to those who serve our state and its students is integral to successfully achieving the UMS mission.</td>
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<td><strong>Establish a permanent base-budget investment in UMS digital library resources</strong></td>
<td>To effectively meet the higher education needs of the State, each university in the UMS should have full access to the resources that a state-wide library can provide. A digital library at UMS, working with the State, will guarantee students and faculty have the resources they need to teach, learn and conduct research.</td>
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<tr>
<td><strong>Provide high-quality distance education undergraduate, graduate and certificate programs</strong></td>
<td>Maine is a rural state. In order to meet the educational needs of all of the State’s citizens, the UMS must offer a full slate of distance education programs and provide the technology those programs require to serve rural and non-traditional learners.</td>
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<td><strong>Modernize teaching and learning environments at universities</strong></td>
<td>Students, faculty and staff have a right to expect well-maintained and modern working, learning and research environments on their campuses. Providing such facilities would assist our universities in achieving their teaching, research and public service missions, while serving as a draw to potential students.</td>
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<td><strong>Request additional R&amp;D funds from the State to support sponsored research</strong></td>
<td>The mission of the UMS states the importance of research to education and to the economic future of the State. Investing in research is essential to providing a high-quality educational experience for students, appropriate scholastic opportunities for faculty, and creating a workforce in Maine ready for the jobs of the 21st century.</td>
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University of Maine System Strategic Plan
First Phase Priorities:
Strategic Planning Timeline

April 6, 2006
Strategic Planning Subcommittee Meeting
Discuss Priorities
Completed

April 10, 2006
Send draft System Priorities to Campus Presidents and University communities for review and discussion
Completed

April 28, 2006
Presidents send Chancellor Westphal campus feedback and reactions to System priorities
Completed

May 1, 2006
Strategic Planning Implementation Final Reports submitted
Completed

May 3, 2006
Strategic Planning Subcommittee Meeting
Chancellor, Presidents and Strategic Direction Chairs discuss the initial draft of System priorities to be shared with the Board of Trustees at May 21-22 meeting
Completed

May 21-22, 2006
Board of Trustees Meeting
Discuss First Phase System priorities
Pending

June 20-21, 2006
Chancellor and Presidents Retreat
Discuss investments in Campus-based and System priorities and multi-year financial projections
Pending

July 10, 2006
Board of Trustees Meeting
Pending

September 10-11, 2006
Board of Trustees Meeting
Presentation of a Biennium appropriations and bond request aligned with Campus and System priorities
Pending

October 2006
Date to be announced
Assessment Retreat
Develop assessment process and begin work of identifying audiences to conduct assessment
Pending

November 2006
Date to be announced
Strategic Planning Subcommittee Meeting
Discuss and recommend proposed assessment process for approval by full Board of Trustees
Pending

January 21-22, 2007
Board of Trustees Meeting
Discuss proposed assessment process
Pending

Assessment begins upon Board of Trustees approval of process.