TO: Members of the Academic and Student Affairs Committee, UMS Board of Trustees  
FROM: Linda Schott, President, University of Maine at Presque Isle  
SUBJECT: UMPI 2020  
DATE: April 14, 2014

Please find attached the draft strategic plan for the University of Maine at Presque Isle. The campus and its various constituencies developed the plan through a collaborative process. On Friday, April 11, both the Faculty Assembly and the University Senate voted unanimously to forward the plan to the Board of Trustees with their full support. The Board of Visitors has been informed and involved throughout the development of the plan and will formally vote on the plan at its next meeting on April 29.

The strategic steps that UMPI plans to take over the next five years align exceptionally well with the developing Goals and Actions Plan of the Board of Trustees.

- The UMS vision of achieving mission excellence through a culture of service to students and the people of Maine aligns with the UMPI’s Bedrock Strategic Initiative. We believe that by investing in our employees and by using formative and summative assessments of employee performance, we will build a campus culture of superior service.
- The UMS expects each campus to have a distinct brand. UMPI’s strategic plan will bring the University’s distinct brand into reality. By 2020, UMPI will be offering personalized, technologically innovative education and extensive career preparation to all of its students.
- The UMS seeks financial sustainability. UMPI’s strategic plan is designed to ensure that UMPI will be financially sustainable. This will be achieved by increasing enrollment and retention and by developing alternative revenue streams while also becoming more efficient.
- The UMS seeks to provide students with affordable, accessible, and quality programs and innovation. UMPI’s strategic plan will guide the development of an innovative educational program that provides new ways of supporting student success and will result in graduation rates that exceed those of our peer institutions.
- The UMS seeks for its educational programs to be relevant to the workforce needs of Maine employers. UMPI’s strategic plan will guide the University’s development of academic and career preparation programs in collaboration with regional employers. Placement of UMPI students in work experiences with regional employers will increase the percentage of UMPI graduates who begin their work lives in Aroostook County or western New Brunswick.
- The UMS acknowledges the important public service provided by UMS institutions. UMPI’s strategic plan delineates specific ways that UMPI will enhance its service to the region.

Neither I nor my provost, Dr. Ray Rice, will be able to attend the meeting of the Academic and Student Affairs Committee on April 23 because we will be returning from a conference in Arizona. Mr. Marty Parsons, our Vice President for Administration and Finance, will present the plan in our stead. He has been fully involved in the development of the plan and will be prepared to answer any questions you may have. I will be present at the Board of Trustees meeting on May 18-19, and I look forward to presenting our strategic plan to the entire Board at that time.
University of Maine at Presque Isle 2020
Strategic Plan
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History and Planning Process

In Spring 2013, President Linda Schott began leading a campus-wide discussion of a new vision for UMPI. The campus learned about the institution’s financial status and enrollment trends, forces disrupting higher education nationally, and changes in public education in Maine. During Summer 2013, the Executive Leadership Team worked together to envision what a highly successful UMPI would look like in 2020 and what steps could be taken to make that vision a reality. The team drafted a new vision, mission, and statement of institutional values and began disseminating those to all campus constituencies for discussion. The team used the ensuing feedback to revise the statements and then presented the draft documents to the Board of Trustees of the University of Maine System for preliminary approval. The Board responded enthusiastically and encouraged UMPI leadership to move ahead with the formulation of a strategic plan based upon the revised vision and mission.

In December, the President constituted a Strategic Planning Committee (SPC) with representatives from all campus constituencies and engaged Bryan Thompson, UMPI Assistant Professor of Business, and his student, Abigail Poole, to facilitate the planning process. The SPC met twice, conducted a SWOT analysis, and identified five areas as key to the achievement of UMPI’s new vision: the personalization of pedagogy, the personalization of campus services, enrollment management, career preparation of students, and alumni engagement and community outreach. The President then organized sub-committees for each of these areas, identified additional campus and community members to serve on those sub-committees, and charged each sub-committee with delivering recommendations for key Strategic Directions by the end of February.

The President then distributed the recommendations of the sub-committees to the University Senate and the Faculty Assembly for comment and engaged the Executive Leadership Team to draft a strategic plan based upon the recommendations. The draft plan was then presented to the Strategic Planning Committee for comment and for suggestions about action steps and assessment targets. After additional revisions, the Executive Leadership Team and Professor Thompson presented the plan to various campus constituencies: the Executive Committee of the UMPI Foundation Board; the University Senate; the Faculty Assembly; the Alumni Board; and Student Government. The plan was also presented at two Open Forums on campus. Professor Thompson noted questions and suggestions, and the Executive Team prepared a final draft for presentation to the Board of Visitors and the Board of Trustees.
Vision

The University of Maine at Presque Isle will design with each student a personalized, technologically innovative education and prepare each graduate for a professional career, global contributions, and lifelong learning.

Mission

The University of Maine at Presque Isle is an undergraduate institution in rural Maine that
• nurtures the intellectual and personal development of students who want to own their learning and use it to better themselves, their communities and the world
• supports research-based pedagogical techniques and a campus setting to promote deep learning
• partners with accreditors to set high academic standards for every student and every program
• embraces technological innovation while preserving the power of personal mentoring
• connects to our alumni and employers in Aroostook County, the State of Maine, and western New Brunswick to provide real-world work experience prior to graduation and to connect graduates with employment prospects
• provides educational opportunities for adult and distance learners as well as community members throughout Aroostook County and western New Brunswick
• stimulates regional economic development and enhances the region’s quality of life through research, public service, and cultural and athletic programming, and
• promotes environmental sustainability.

Institutional Values

The University of Maine at Presque Isle believes
• in the transformative power of education to create a just and humane world.
• education should and can be both affordable and high quality.
• that students learn most when they are challenged and guided by caring faculty and staff.
• that diversities enrich our campus.
• in a healthy balance between our work and our lives outside of work, and we promote and support this balance among all members of our University community.
• in being good stewards of the earth’s resources and is committed to sustainability.
• in celebrating and appreciating hard work, deep passion, and successful accomplishments.
• in using the knowledge, skills and energy of our campus to enrich our community, region, state, nation and world.
SWOT Analysis

Strengths
- Highly motivated faculty
- Community involvement and support
- Small size
- Affordable with low level of student debt
- Gentile Hall
- Hard working dedicated employees
- Room to grow without dramatically increasing costs
- New, innovative programs being planned
- Sustainable energy initiatives

Weaknesses
- Customer service is sometimes poor
- Need better technology and support for it
- Department rivalries
- Marketing is virtually non-existent
- Some employees are reluctant to change
- Some programs are not well-connected to the community
- Most of the physical plant is old and in need of updating and repair
- Student engagement is low
- Low employee morale
- Name recognition is poor

Opportunities
- Community would welcome additional engagement
- Possibility of increasing online/digital programs
- Need for some IT related programs
- Increase recruitment of local high school graduates
- Develop partnerships with other academic institutions
- Develop internships for all fields
- Increase Grant Funding
- Desire for more STEM programs
- Fundraising can be expanded
- Community College Agreements can be expanded
- Alignment with proficiency based high schools
- Increase adult students and veterans
- Increase business from conferences and events

Threats
- Demographic trend for Aroostook County and Maine
- Decreasing state funding and tuition revenue
- Competition from other colleges
- Energy costs
- Slow economic recovery
- Availability of jobs for graduates
• No technology programs
• Declining enrollment
• Public skepticism of higher education
• Bad publicity from Payscale story in 2013
Strategic Plan

Bedrock Strategic Initiative: The University will enable all employees to achieve their potential while also enhancing a sense of community and campus pride in all employees. Sponsor: Marty Parsons, Vice President for Administration and Finance

Strategic Direction 1: The University will enhance professional development for all employees.

Strategic Direction 2: The University will implement lean initiatives to improve performance and increase efficiency.

Strategic Direction 3: The University will continuously improve service through formative and summative assessments and by incentivizing and rewarding exceptional service.

Strategic Direction 4: The University will strengthen a sense of community on campus and strive to improve the health and morale of campus employees.

In 2020, Success Will Look Like:
- UMPI will rate in the top 10% on the Great Colleges to Work For survey, done by the Chronicle of Higher Education.
- UMPI will have trained all supervisors in lean principles and will have implemented at least one lean initiative annually.
- 75% of UMPI employees will describe at least one professional development experience on their annual evaluations, and 100% of faculty will update their professional development plan annually.

Strategic Goal One: The University will become a national leader in personalized and innovative 21st century education.
Sponsor: Ray Rice, interim Provost and Vice President for Academic Affairs

Strategic Direction 1: The Center for Innovative Learning will promote the ongoing development of innovative, personalized pedagogies on and off campus and provide all university students with integrated and responsive academic support services.

Strategic Direction 2: The Center for Innovative Learning will educate all members of the University community about personalized education and assist campus members who disseminate their innovative work through conference presentations, formal and informal publications, and consulting.

Strategic Direction 3: The University will provide national leadership in developing a personalized, innovative educational model that guides students to proficiency in clearly identified learning outcomes.
Strategic Direction 4: The University will use technology when appropriate to enhance learning and to facilitate and disseminate its innovations.

By 2020, Success Will Look Like:
• All UMPI faculty members have implemented innovative, research-based pedagogies and assessments in their work with students
• Other institutions of higher education regularly consult UMPI regarding its innovative educational programs.
• UMPI employees have given multiple presentations on UMPI’s program at national higher education conferences.

Strategic Goal Two: The University will recruit, retain, and graduate more students.
Co-sponsors: Jim Stepp, interim Vice President for Student Affairs and Marty Parsons, Vice President for Administration and Finance

Strategic Direction 1: The University will revise its recruitment plan to attract graduates of proficiency-based high schools, international and out-of-state students, returning adults, graduates from homeschooleds, County residents, and transfer students.

Strategic Direction 2: The University will develop and implement a new retention management plan.

Strategic Direction 3: The University will re-conceptualize admissions, advising, and student services to align with a personalized, proficiency-based educational environment.

Strategic Direction 4: The University will design and implement a unified business services center.

Strategic Direction 5: The University will formulate and implement a plan to optimize the use of intercollegiate athletics to recruit and retain students.

Strategic Direction 6: The University will optimize the University’s online and media presence through tools such as the website and social media, WUPI, and the University Times.

Strategic Direction 7: The University will ensure that its facilities and services support a personalized educational experience, especially in its residence halls and dining services.

By 2020, Success Will Look Like:
• UMPI will have 1400 students enrolled on campus and online.
• Residence halls will exceed 85% occupancy.
• Over 70% of first year students will be retained to the second year.
• The four-year and six-year graduation rates will exceed those of peer institutions.
Strategic Goal Three: The University will contribute to workforce development in Aroostook County, the State of Maine, and western New Brunswick by increasing the number of graduates who become employed and have successful careers, particularly in high demand fields.
Sponsor: Linda Schott, President

Strategic Direction 1: In partnership with regional employers, the University will develop, implement, and refine a comprehensive career preparation program for its students.

Strategic Direction 2:
The University will work with employers to provide internships, practicums, service learning or other work experiences to every student and will integrate these opportunities into the curriculum of every academic program.

Strategic Direction 3: The University will enable all students to develop and present an electronic portfolio demonstrating their accomplishments and career readiness.

Strategic Direction 4: The University will encourage and facilitate student learning through travel experiences such as the National Student Exchange and Study Abroad.

Strategic Direction 5: The University will develop a system for following its alumni, maintaining a record of their employment, and publicizing their successes.

Strategic Direction 6: The University will engage alumni to serve as mentors to current students, to assist with the recruitment of future students, and to publicize University accomplishments.

By 2020, Success Will Look Like:
• All UMPI students have the opportunity to obtain work experience in their area of interest prior to graduation.
• Within one year of graduation, 90% of graduates are professionally employed or enrolled in advanced study.
• The percentage of alumni who are actively engaged with the University has steadily increased.

Strategic Goal Four: The University will become recognized as a high quality institution that stimulates economic development and provides meaningful service to Aroostook County, the State of Maine, and western New Brunswick.
Sponsor: Linda Schott, President

Strategic Direction 1: The University will establish and aggressively market a clear identity.

Strategic Direction 2: The University will create a program to meet the needs of regional employers for enhanced and ongoing professional development for their employees.
Strategic Direction 3: The University will promote the revitalization of downtown Presque Isle and enhance campus connections—both physical and programmatic—to the City.

Strategic Direction 4: The University will promote lifelong learning opportunities and enhance cultural offerings for campus and community members.

Strategic Direction 5: The University will regularly publicize alumni and employees who perform significant community service.

By 2020, Success Will Look Like:
- UMPI will have a well-recognized brand and engage in continuous marketing.
- Regional employers regularly send their employees to UMPI for additional professional development.
- At least 10 UMPI alumni or employees have been recognized for their community service each year.
- Businesses in downtown Presque Isle indicate that UMPI students and employees are an important part of their customer base.