

Board of Trustees
Strategic Planning Committee

May 11, 2023 at 8:00 am

Zoom Meeting – No Physical Location Available

The public is invited to view the meeting on YouTube. The link to the Board of Trustees YouTube page can be found the Board website: <https://www.maine.edu/board-of-trustees/>

AGENDA

Tab 1 **University of Maine System Strategic Plan Updates** [Trustee Cain, Jeff St. John & Carolyn Dorsey]

- Feedback on Second Draft of the Strategic Plan
- Discussion of the Plan
- Measurements, Implementation and Accountability for the Plan
- May Board of Trustees Meeting Strategic Plan Presentation and Dissemination

Items for Committee decisions and recommendations are noted in red.

Note: Times are estimated based upon the anticipated length for presentation or discussion of a particular topic. An item may be brought up earlier or the order of items changed for effective deliberation of matters before the Committee.

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: University of Maine System Strategic Plan Updates

INITIATED BY: Emily Cain, Chair

BOARD INFORMATION: X

BOARD ACTION:

BOARD POLICY:

UNIFIED ACCREDITATION CONNECTION:

n/a

BACKGROUND:

Trustee Emily Cain, Interim Vice Chancellor for Academic and Student Affairs Jeffrey St. John and Interim Vice Chancellor for Strategic Initiatives Carolyn Dorsey will update the committee in the following areas:

- 1). Feedback on Second Draft of the Strategic Plan
- 2). Discussion of the Plan
- 3). Measurements, Implementation and Accountability for the Plan
- 4). May Board of Trustees Meeting Strategic Plan Presentation and Dissemination

03/16/2023

UMS Strategic Plan Draft #2

4.4.23

Vision Statement

The University of Maine System educates critical thinkers who can adapt to a changing world to solve problems with new solutions locally, nationally, and globally, pursue fulfilling careers, and lead meaningful lives. Stewards of Maine’s distinctive environmental and cultural assets, seven unique universities and a Law School work as a whole, providing broad access to quality, affordable education to all types of learners. University of Maine System faculty, staff, and students set a standard for academic collaboration and innovation that produces exemplary student-centered outcomes, and benefits the great state of Maine and beyond. Dynamic partnerships in scholarship, research, and community service drive the State’s economic and workforce development objectives, increase economic opportunity, and advance diversity, equity, and inclusion. By fostering independent, civic-minded people, the University of Maine System improves the quality of life for all Mainers.

Defining Unified Accreditation

Unified accreditation is a first-of-its-kind tool for change and innovation for the University of Maine System and its students, faculty, and staff. At its core, unified accreditation allows the University of Maine System to be evaluated by its accreditor as a unit, rather than requiring every university within the System to obtain and expend the resources required for individual accreditation. It is the mechanism through which our universities and Law School are able to maximize resources and capitalize on opportunities for growth and collaboration.

Unified accreditation can foster critical improvements and provide multiple benefits:

- For students: by removing barriers, it allows our students to take full and fluid advantage of programs, talents, and resources throughout our System.
- For robust programming: as a force-multiplier for our strategic plan, it propels our nimble academic collaborations, cross-disciplinary courses, and cross-campus planning.
- For fiscal efficiencies: it buttresses our pursuit of financial and infrastructural sustainability, and assists us in achieving operational efficiencies through coordinated planning and action while reinforcing the distinctive missions of our institutions within our collective mission.

Through unified accreditation, we will do what we could not do without it: Advance our aligned System of universities to achieve extraordinary things for the benefit of each and the benefit of all.

Introduction: Our Challenge, Our Opportunity

Our Challenge

The University of Maine System (UMS) includes seven universities and the Maine Law School, each of which embodies a distinct educational space and purpose for the citizens of Maine. In the past decade, three main challenges have arisen as UMS has carried out its mission to develop an educated citizenry and a productive workforce. Those challenges are demographics, enrollment, and finances.

Demographics

The demographic challenges in our state are well-known and are reflected in real and projected census data. Maine is the oldest state in the nation— the average Mainer is now 45 years old— and is located in the oldest part of the country's oldest region. The number of students graduating from Maine high schools will decrease from 13,170 in 2013 to an estimated 11,180 in 2027, a decline of 15.1%. That decline is sobering for a university system that serves as the designated vehicle for four-year public higher education in Maine.

Enrollment

Consistent with the downward trend in high school graduation numbers, the last ten years have witnessed a significant drop in enrollment across UMS. In Fall 2013, total headcount enrollment (excluding Early College) was 29,849. By Fall 2022, that number had decreased by 16.9%, or 5,041 students— about one-sixth of our total student population.

Our sharpest enrollment decline has been among in-state undergraduates, whose numbers fell by 36.7%— a loss of 8,168 students— from 22,285 in Fall 2013 to 14,117 in Fall 2022. While the System saw a 45.8% increase in out-of-state undergraduates over that period, and the addition of nearly a thousand undergraduates through enrollment in new online programs, the overall undergraduate headcount fell from 25,799 to 20,004. This represents a decrease of 22.5%, or 5,795 students. A further hurdle is that since 2021, there has been a substantial decrease in the percentage of new Maine high graduates pursuing any form of higher education in the semester following graduation: that figure has shrunk from 62% to 54%. Taken together, these data suggest that in the near term, fewer "traditional-age" Maine students will be joining our universities each fall.

In Fall 2013, graduate enrollment was 3,778. That number increased by 20.1%, or 761 students, to 4,539 in Fall 2022. Over the same time, Law School enrollment has remained stable, with only a slight drop from 272 students in Fall 2013 to 265 in Fall 2022.

Finances

UMS relies primarily on net student tuition and fees and state appropriations for our funding. As enrollment has weakened, the impact on budgets at our universities and Law School has intensified. Tuition increases can strengthen budgets, but costs to families and student debt must be weighed carefully. The most rural state in New England, Maine has a high percentage of first-generation and Pell-eligible students.

Our Opportunity

Notwithstanding the challenge we face, the opportunity to shape a remarkable path forward for our System is tangible. We will use our strategic plan to establish and follow that path, and to measure the outcomes of our efforts as we move forward.

Our plan will maximize the resources made possible through the historic, \$240M Harold Alfond Foundation grant to our System, known internally as UMS TRANSFORMS. In addition to funds supporting University of Maine Athletics programs and facilities, the Alfond grant (and challenge funds raised by UMS) supports student success and retention initiatives, the Portland-based Maine Graduate and Professional Center, and the creation of the Maine College of Engineering and Computing.

Our plan will track progress in areas identified by our regional accreditor, the New England Commission of Higher Education (NECHE), during our 2021-2023 comprehensive evaluation.

Our plan will capitalize on the University of Maine's top-tier American research classification (Carnegie R1) to expand and strengthen research activity and opportunity and doctoral education throughout the state, our region, and beyond.

Our plan will respond to Maine's economic and workforce needs— in our agricultural, forest, and ocean economies, and in new and emerging industries— and foster our development of leaders for our state.

Our plan will make efficient and effective use of our System's human, fiscal, and physical resources as we collaborate and coordinate to provide the fullest possible educational experience to all students in all locations and through all modalities.

Our plan will emphasize what our students want and need. For example, attracting adult learners requires offering courses in different modalities and in variable delivery schedules— that is, calendars far more flexible than the typical 15-week fall and spring semesters. Across UMS, we see this flexibility evident in our universities' summer offerings and in the University of Maine at Presque Isle's competency-based education (CBE) programs, and we can deliver a greater range and number of programs on this model.

Most importantly, our plan will guide our continuing fulfillment of the distinctive and shared missions of our universities and Law School in serving our students and our state. We take great pride in contributing to the advancement of Maine's civic life, its natural attributes, and its economy, and we embrace the challenge of meeting our responsibility to advance Maine's public higher education system and improve the quality of life for current and future Mainers.

Our Plan

Overview

The body of the plan is organized around five **Commitments**, summarized as follows:

1. Advancing the state of Maine through teaching, research, and service.
2. Strengthening our System through financial sustainability and effective academic and infrastructure portfolio management.
3. Making our System a destination for public higher education and a respected, engaging, and rewarding place to work.
4. Creating a sense of belonging in our System through our commitments to justice, equity, diversity, and inclusivity, including opportunities for learning presented through multiple modalities.
5. Expanding the ability of our universities and Law School to collaborate and flourish through our unified accreditation.

Guided by this plan, our Board of Trustees, Chancellor, presidents, faculty, students, staff, alumni, and external stakeholders will work together to lead the University of Maine System to a sustainable and vibrant future.

Structure of the Plan

Shaped by our Vision Statement and fueled by the tool of unified accreditation, the University of Maine System strategic plan is grounded in those **Commitments** reflecting and embodying our core values as an institution of public higher education.

Under each **Commitment** is a set of **Actions** indicating what we will do to grow and improve our student-focused, innovative, and financially sustainable universities and Law School over the next five years.

Under each **Action** is a set of **Goals**: the specific steps we will take to operationalize our **Actions** in the service of our **Commitments**.

In short:

- Our **Commitments** are what we value.
- Our **Actions** are the ways we express our values.
- Our **Goals** are how we will achieve measurable results.*

Sources of the Plan

The **Commitments**, **Actions**, and **Goals** below reflect ideas and recommendations shared over the past two years by:

- faculty, students, staff, and administrators at our universities and Law School
- external stakeholders, including legislative, business, and community leaders, alumni, and donors

- our Board of Trustees, our presidents, and our Chancellor.

Our **Commitments, Actions, and Goals** complement and reinforce existing System priorities, including:

- UMS TRANSFORMS
- guidance shared by our regional accreditor, the New England Board of Higher Education (NECHE), through our comprehensive evaluation process
- the University of Maine's R1 research enterprise and support for research and doctoral education system-wide.

*Wherever applicable, outcomes associated with our Goals will be measured against the UMS Board of Trustees Key Performance Indicators (KPIs). To the extent possible, those outcomes will be accounted for through existing reporting mechanisms (e.g. IPEDs, the Annual Academic Program Report, etc.).

An important note: All of the initiatives below that require funding will be supported through existing UMS resources, and we will adopt efficiencies where necessary to implement them. Budgets will be based on known and measurable funding assumptions.

Body of the Plan: Commitments, Actions, and Goals

Commitment 1

The University of Maine System will serve the state of Maine, its constituents, and its economy through world-class research, teaching, and service to build new knowledge, create new technologies, and prepare students to find solutions to challenges in Maine and beyond.

Student Success Actions

Action 1: UMS and its universities will commit to transparency in key student success indicators.

Goal 1.1: Our universities will survey all first-year students in their second semester and all graduating seniors in their final semester to gain information leading to the continuous improvement of academic programs and student outcomes.

Goal 1.2: UMS will publish clear, easily understandable student success data on System and university websites, and share that data with prospective students and their families.

Action 2: UMS will develop a plan to increase its rates of persistence and completion by its undergraduate students.

Goal 2.1: In the 2023-24 academic year, UMS will develop a plan and set goals to increase persistence and completion rates for undergraduates.

Goal 2.2: In 2024-28, UMS will implement that plan and track progress in achieving those goals.

Goal 2.3: In 2028, UMS will evaluate the effectiveness of its persistence and completion efforts, adapt its strategies and resource investments accordingly, and set new objectives for the following five years.

Action 3: UMS will be the statewide leader in adult degree completion, credentialing, and industry certifications.

Goal 3.1: UMS will develop and market effective adult degree completion programs to the 185,000 Maine adults with college credits but no degree or credential, and working learners seeking to add necessary credentials of value. In 2023-24, UMS will create a plan and establish degree completion targets to be achieved by 2028.

Action 4: Through our array of online programs and services, UMS will bring education to all learners regardless of where they are physically or in their educational journey by supporting them throughout the calendar year and across their lifetimes.

Goal 4.1: Led by faculty, provosts, and other academic leaders, UMS will create a system-wide collaboration to ensure high-quality online education, including formulation of best practices in year-round advising and support services, to meet the needs of all online students across the System.

Goal 4.2: Consistent with Goal 4.1, UMS will support coordination of the timing, modalities, and substance of online offerings across our System in each academic term to maximize opportunities for our students and enrollment at each of our universities.

Goal 4.3: Consistent with Goals 4.1 and 4.2, led by faculty, in accordance with university faculty governance policies, and with the support of provosts and other academic leaders, UMS will work to ensure that a full general education program will be made available through in-person and distance modalities to provide an inclusive and comprehensive transfer experience for learners of all ages, and to ensure that students know which courses across UMS apply and will be transferable to their general education requirements.

Action 5: UMS will strengthen Maine Community College System (MCCS) and Early College pathways to our universities.

Goal 5.1: UMS academic leaders will begin working on pathways with our MCCS and Early College partners in summer 2023, beginning with UMS programs most sought after by MCCS and Early College students.

Goal 5.2: UMS will review transfer agreements and work with MCCS to improve

transfer processes and outcomes by the end of fall 2023.

Goal 5.3: UMS academic leaders will introduce Early College students and newly enrolled full-time UMS students to faculty and administrators in our graduate and professional programs, including business, law, public policy, STEM fields, arts and humanities, health fields, and other areas to promote 3+3, 4+2, 4+1, and related pathways into UMS graduate and professional programs before or during the first semester of their UMS careers.

Research Actions

Action 1: Further establish and invest in system-wide infrastructure to grow the research enterprise at our universities.

Goal 1.1: Enhance System researchers' capacity and extramural funding competitiveness through access to research infrastructure by investing in enhanced research administration, compliance, and development staffing, shared facilities and equipment, and seed funding.

Goal 1.2: Grow extramural funding to the System from government, industry, and philanthropic sponsors.

Goal 1.3: Increase the number of doctoral students, with research placements occurring statewide to extend faculty capacity to conduct world-class research, mentor student researchers, and engage with community, government, and business partners.

Goal 1.4: Increase enrollment with the guarantee that all students in the System can engage in research, innovation, and knowledge creation experiences throughout their college careers.

Goal 1.5: Increase System commercialization outputs.

Action 2: Commit system-wide to develop or expand existing cross-university collaboration in research and scholarship and provide incentives for those collaborations.

Goal 2.1: Invest in research initiatives at the intersection of Information Technology and the Arts/Humanities, a rich terrain for innovation. Areas for investment will include Bioengineering and Biomedical Sciences, Artificial Intelligence, Digital Humanities, Health Sciences, and Ocean Science.

Goal 2.2: Support non-grant funded research through stipends, course releases, and other resources, and brand UMS as spurring innovation in the arts and humanities while also stressing excellence in other fields with sponsored research as the norm.

Action 3: Secure increased investment in the Maine Economic Improvement Fund (MEIF) by the Maine legislature.

Goal 3.1: Secure increased MEIF apportionment to grow the research portfolio and strengthen the research hub in Portland while expanding the research capacity research agendas of all UMS universities.

Goal 3.2: Annually evaluate and promote MEIF outcomes to demonstrate the return on investment for Maine and position UMS for potential additional MEIF support.

Action 4: Serve as an engine for innovation for Maine businesses, non-profits, state and local governments, communities, and the K-12 schools.

Goal 4.1: Working with University of Maine's Cooperative Extension and Foster Center for Innovation, create a system-wide means of supporting and partnering with businesses, non-profits, state and local governments, and communities across the State.

Goal 4.2: Working with our universities' Education faculty and academic leaders, create a system-wide vehicle for supporting and partnering with the K-12 schools to advance specific educational initiatives.

Action 5: UMS and its universities will promote and celebrate scholarship and creative activity among our faculty.

Goal 5.1: Working with research centers, faculty collaboratives, and individual faculty in the arts, humanities, social and behavioral sciences, and elsewhere, UMS will promote and celebrate intellectual and cultural scholarship and creative activity through workshops and internal and external marketing.

Goal 5.2: Modeled on the existing University of Maine at Augusta Faculty Institute and similar events, UMS will support an annual system-wide gathering and celebration of scholarship and creative activity.

Teaching Actions

Action 1: The University of Maine System will expect and foster collaboration, innovation, and academic quality at each university and the Law School to become a regional and national leader in developing programs that meet students' needs and ensure access through traditional and new instructional modalities.

Goal 1.1: Accelerate our commitment to student-focused programming and outcomes-based authentic assessments for all learners. This includes identifying students' communities of interest and providing those communities with resources tailored to meet their needs.

Goal 1.2: Design financial, business, and learning platform models that support changes in programmatic focus.

Action 2: UMS will continue to expand access to course offerings at each of its universities to students at all of its universities.

Goal 2.1: Centrally promote May term and summer course offerings by all of our universities and Law School to all students in advance of each term's registration period.

Goal 2.2: Centrally promote first-year Research Learning Experiences and academic programs to Early College students.

Goal 2.3: Centrally support multi-university program development and delivery.

Action 3: Centrally promote the UMS TRANSFORMS Gateways to Success initiative.

Goal 3.1: Identify critical gateway courses at each of our universities and devise advising support, curricular pathways, and related resources to help students succeed and progress in their degree programs.

Goal 3.2: Make well-developed gateway courses delivered at one of our universities available to students at all of our universities.

Goal 3.3: Evaluate this initiative annually and use student and faculty feedback to improve it.

Action 4: Centrally promote the UMS TRANSFORMS Pathways to Careers initiative.

Goal 4.1: Provide a career-relevant experience for every student in every UMS degree program by 2028.

Goal 4.2: Coordinate efforts system-wide to make an internship available to every UMS student.

Goal 4.3: Evaluate this initiative annually and use employer, student, and faculty feedback to improve it.

Action 5: Support and promote academic High Impact Practices (HIPs).

Goal 5.1: Provide workshops and practical strategies at every university and the Law School to support the development and deployment of HIPs.

Goal 5.2: Evaluate HIPs at the university and/or program level and use student and faculty feedback to improve them.

Service Actions

Action 1: UMS will identify ways to support faculty, staff, and administrators seeking to serve Mainers and Maine communities through community outreach projects and related activities.

Goal 1.1: Support initiatives by university community members that directly serve Mainers and their communities.

Goal 1.2: Promote the expansion of those initiatives where feasible through the involvement of additional university community members.

Action 2: UMS will support the growth of service learning opportunities to students and faculty across the System.

Goal 2.1: Build on existing models of service learning to expand options currently available to students and faculty.

Goal 2.2: Increase badges and micro-credentials tied to service learning experiences.

Commitment 2

The University of Maine System will advance a financially sustainable and effective academic and infrastructure portfolio at every university and our Law School supported through innovative programming and strategic collaborations.

Financial Sustainability Actions

Action 1: Each university and the Law School will propose a balanced budget for each fiscal year and will conclude that year in balance without reliance on central support.

Goal 1.1: Budgets will be tied to realistically achievable enrollment targets derived from historical enrollment trends and a data-driven assessment of demographic conditions.

Goal 1.2: Mid-year budget revisions will be tied to achievable cost reductions, and will not include mid-cycle upward revisions of enrollment estimates unless clearly justified by available enrollment data.

Action 2: Each university will build on spring 2023 direct admissions initiatives by developing and implementing a comprehensive direct admissions plan for the fall 2024 recruitment cycle.

Goal 2.1: Delineate recruitment targets, admissions events, financial aid strategy, and marketing efforts aimed at securing enrollment growth through direct admissions.

Goal 2.2: Evaluate the impact of direct admissions on enrollment in summer 2024 and revise enrollment strategies and the use of resources accordingly for the fall 2025 recruitment cycle and beyond.

Action 3: UMS will partner with the universities and Law School to identify and implement new operational efficiencies leading to cost reductions for each institution in the System.

Goal 3.1: Identify efficiencies in academic delivery, including reducing the number of low-enrolled courses and increasing the use of cooperating departments where appropriate.

Goal 3.2: Identify efficiencies in infrastructure, including optimizing the upkeep and use of primary classroom and lecture spaces, meeting and conference rooms, artistic/performance spaces, and public gathering spaces.

Goal 3.3: Identify reductions in energy consumption, including strategic management of underused or unused buildings and offices during periods of peak energy consumption (winter and summer).

Effective Academic Portfolio Actions

Action 1: Develop innovative programs and curricula responsive to changing economic and workforce needs, data-driven projections of growth areas, and technological innovation.

Goal 1.1: Focus on workforce readiness to help students gain clarity and insight into how academic pursuits can enhance employability and professional advancement.

Action 2: Design a literacies curriculum that teaches a range of informational, digital, and computational literacies and skills enabling students to pursue advanced studies or professional employment in Maine and beyond.

Goal 2.1: Adhering to faculty governance and program development and approval processes, establish a two-year plan to develop this curriculum led by faculty with support from instructional designers, provosts and other academic administrators, and university assessment staff.

Goal 2.2: Centrally support the system-wide rollout of the curriculum.

Goal 2.3: Evaluate the curriculum to improve content, modalities, and resources.

Action 3: In partnership with the Faculty Governance Council, the individual faculty senates

and assemblies, and the System-wide Assessment Committee (SWAC), develop a set process for the effective assessment of program learning outcomes in multi-university programs.

Goal 3.1: Share the proposed process with the UMS Faculty Governance Council and individual faculty senates and assemblies and survey faculty system-wide about assessment in spring 2023 and use their feedback to improve that process.

Goal 3.2: Implement regular outcomes assessment of multi-university programs at the end of fall 2023.

Action 4: Use the existing Annual Academic Program Review (AAPR) to evaluate the effect of new academic programs on existing programs in the same field (or content area) to ensure the continuing viability of all programs in that field.

Goal 4.1: Determine whether the launch of new programs has positively or adversely affected enrollment in existing programs in the same field.

Goal 4.2: Adjust marketing, scheduling (including modality), and related elements of program delivery to grow enrollment for all programs in the same field.

Effective Infrastructure Portfolio Actions

Action 1: Achieve fiscal and energy efficiencies through physical space reduction.

Goal 1.1: Continue to target disused and low-Net Asset Value buildings for removal.

Goal 1.2: Identify multi-use/multi-purpose functionality for new buildings and heavily renovated buildings.

Commitment 3

The University of Maine System will be a destination for public higher education and a respected, engaging, and rewarding place to work.

Destination for Public Higher Education Actions

Action 1: In 2023-24, develop a data-driven plan to attract more in-state and out-of-state students to our universities and Law School, and implement that plan in 2024-28.

Action 2: In 2023-23, develop a plan to increase the number of Maine and out-of-state graduates of our universities and implement that plan in 2024-28.

Action 3: Increase undergraduate degree completion through high-quality and career-ranging academic options and ensure the professional success of our graduates.

Goal 3.1: Assess the relationship between academic quality, career preparedness opportunities within the degree program (or the overall student experience), and degree completion.

Goal 3.2: Invest in academic quality tied to career preparedness opportunities and track outcomes among graduates.

Action 4: Coordinate enrollment management marketing.

Goal 4.1: Align enrollment-related marketing initiatives through the UMS Marketing Governance Group.

Goal 4.2: Evaluate marketing outcomes in relation to enrollment targets and revise strategies and investments accordingly.

Action 5: UMS will encourage and support research and analysis of climate change and environmental sustainability as hallmarks of the state of Maine and of educational experiences and opportunities in the University of Maine System.

Goal 5.1: Identify new avenues for marketing our System as a center of research and academic excellence in climate change and environmental sustainability in American public higher education.

Goal 5.2: Identify research-based goals for environmental sustainability using nationally or internationally recognized benchmarks (e.g. the UN's Sustainable Development Goals).

Place To Work Actions

Action 1: Increase our capacity to address student and employee mental health as a prerequisite for student persistence, completion, and well-being, and employee effectiveness and well-being.

Goal 1.1: Invest in additional resources to support student mental health.

Goal 1.2: Invest in additional resources to support employee mental health.

Action 2: Promote a culture of intellectual curiosity and open-ended inquiry so UMS can model for its students and for society the arts of engagement, dialogue, and problem-solving.

Goal 2.1: Sponsor a system-wide colloquia series on contemporary problems and topics and invite faculty, staff, and student participation.

Goal 2.2: Engage in regional and national conversations about dialogue and problem-solving with or through peer institutions and/or academic organizations.

Action 3: Promote our state and our System of universities to prospective students, faculty, staff, research and workforce partners, donors, and others as a safe and secure environment for living, learning, and working.

Goal 3.1: Promote Maine's consistent standing as one of the safest states in the nation to prospective students and employees and their families.

Goal 3.2: Use the adoption and implementation of the strategic plan as an opportunity to promote our universities and Law School and our faculty, staff, and students.

Commitment 4

The University of Maine System will create a safe and welcoming community and foster a sense of belonging for our students, faculty, and staff through formal and applied commitments to justice, equity, diversity, and inclusion, including opportunities for learning presented through multiple modalities, such as experiential and online learning.

Justice, Equity, Diversity, and Inclusion Actions

Action 1: UMS will employ its DEI Council and university-level DEI councils and committees to ensure a system-wide commitment to justice, equity, diversity, and inclusion in all programmatic and functional areas at all of our institutions, identifying and embracing initiatives and strategies that are systematically transformative and reflective of the state we serve.

Goal 1.1: Welcome and support a range of DEI perspectives, including constructive disagreement, and honor a diversity of viewpoints.

Goal 1.2: Centrally support the implementation of specific university-level DEI goals in consultation with academic and faculty leaders, and offer research and programming resources to support faculty collaboration on topics that enrich the cultural and historical understanding of interactions among diverse social communities that continue to shape civic life.

Action 2: UMS will identify and address systemic barriers to student and faculty recruitment and retention, particularly for underrepresented and underserved populations.

Goal 2.1: UMS will regularly review and update recruitment and hiring policies and processes to ensure the removal of systemic barriers.

Goal 2.2: UMS will regularly evaluate the outcomes of recruitment and hiring efforts on student, faculty, and staff retention to improve the efficacy of those efforts.

Action 3: UMS and its universities will cultivate a safe and welcoming community and a genuine sense of belonging in our individual university and Law School communities and throughout UMS for all students, faculty, and staff.

Goal 3.1: Deliver student life and co-curricular programming— social, cultural, athletic, and educational— that promotes pro-social activity and the cultivation of friendships early in students' university careers.

Goal 3.2: Develop and deliver residence-life programming that brings students together and fosters social cohesion.

Goal 3.3: Support faculty and staff social and cultural gatherings and events to promote collegiality and a sense of institutional affiliation.

Opportunities for Learning Actions

Action 1: UMS will pursue best practices in classroom, experiential, and online learning, with an emphasis on outputs versus inputs.

Goal 1.1: Share existing and emerging best practices with faculty system-wide through instructional designers, campus centers for teaching and learning, and related sources.

Goal 1.2: Evaluate the effects of outputs-oriented teaching on course- and program-level learning outcomes, using formative and summative assessments to improve outputs over time.

Action 2: UMS will increase the number of online academic programs across UMS.

Goal 2.1: Double the number of fully online programs system-wide by 2028.

Commitment 5

The University of Maine System will expect and measure how our universities and Law School collaborate and flourish through the advantages afforded by unified accreditation.

Unified Accreditation Actions

Action 1: Through the Unified Catalog and Repaving MaineStreet initiatives, UMS will eliminate all structural barriers to transfer and course registration and will refine a course-search mechanism to make locating any class offered by any of our universities simple and fast.

Goal 1.1: The Unified Catalog Project Team and Working Group and the Repaving MaineStreet Steering Committee will jointly develop and implement a

comprehensive plan for removing structural barriers to transfer and course registration by December 2023.

Goal 1.2: The plan will include feedback from and participation by key functional areas, including the university registrars, transfer officers, and financial aid directors.

Action 2: UMS will support the development of new multi-university academic programs.

Goal 2.1: Invest human and technological resources in new multi-university programs developed in areas of known workforce need and/or known enrollment growth.

Goal 2.2: Centrally market new and existing multi-university programs to out-of-state and adult-learner populations.

Goal 2.3: Partner with Maine employers to deliver multi-university programs to specific workforce populations for skill improvement and career advancement.

Action 3: UMS will address areas for improvement identified in the fall 2022 NECHE evaluation team report and the March 21, 2023 NECHE letter concluding the comprehensive evaluation process.

Goal 3.1: We will report on the ongoing implementation of the Faculty Governance Council, including any changes that body elects to make to its charter.

Goal 3.2: We will track our progress in achieving our goals for system-wide integration and centralization of processes.

Goal 3.3: We will track our progress in achieving our goals for diversity, equity, and inclusion.

Goal 3.4: We will address our facilities planning goals.

Goal 3.5: The UMS Board of Trustees will ensure regular review of System, university, and Law School missions and their alignment with one another.

Goal 3.6: UMS will improve mechanisms for faculty, staff, and student input to be considered at the System level, including working with faculty to review shared governance.

Goal 3.7: Universities identified as needing to update time frames for academic program reviews will complete those updates and implement their new or revised time frames by the end of spring 2024.

Goal 3.8: UMS will work with its library directors to resolve a key issue identified in the system-wide 2021 libraries strategic plan: the need for funding adequate to ensure equitable access to online and physical library resources across the

System. A solution will be identified by early fall 2023 and implemented incrementally through 2028.

Goal 3.9: Working with campus-level faculty governance bodies, the chief academic officers, the UMS Faculty Governance Council, and institutional research staff, UMS will determine how assessment data from the individual universities will be collected and represented in system-wide accreditation reporting and related reporting.

Implementation Plan

Successful implementation of our strategic plan— one that will galvanize and guide Maine’s public universities and Law School and their students, staff, faculty, and stakeholders— is imperative for our System and our state. Our plan articulates a unifying vision to inspire and align Maine’s public universities through shared goals that strengthen the System as a whole while honoring the distinctions of our universities and Law School. Our **Commitments**, **Actions**, and **Goals** will inform decision-making at every level of our complex organization.

Our implementation plan is grounded in performance metrics: measurable assessments of what we have done to achieve the **Goals** delineated in the body of the plan. Success in implementation requires a coordinated set of structures and processes to advance system-wide efforts, and clear information about who is responsible for what, and when, and how, and with what effect(s).

The implementation plan has the following aims:

1. Enact a comprehensive strategy-management framework with accountability and measurement features.
2. Establish goals in the form of key performance indicators (KPIs) and target measures.
3. Employ an effective communication model from the highest leadership level to supervisors and individual "champions" throughout the organization.
4. Develop user-friendly mechanisms to understand and report progress on specific goals.
5. Clarify and deploy the human and fiscal resources required for implementation.
6. Incorporate an achievable and ongoing cycle of assessment, reporting, and appropriate modification.

Alignment, Communication, and Measures

To create clear connections between the University of Maine System's mission and vision and individual members of our workforce at all levels, each university and the Law School will begin by identifying how their own strategic plans share priorities with the UMS strategic plan, including university-level commitments that align with the UMS plan's Commitments. Each university and the Law School will identify and articulate that alignment within eighteen months of the Board of Trustees’ formal adoption of the new UMS strategic plan. The implementation plan will ensure that Commitments, Actions, and Goals have measurable outcomes that are

realized across the System to advance each university's progress individually, in relation to each other, and for the state we serve.

The UMS strategic plan will be communicated and evaluated through a holistic framework called the Balanced Scorecard. The UMS Balanced Scorecard will be a dynamic communication, accountability, and measurement tool. It will allow faculty, staff, and administrators at all levels anywhere in our System to see the impact of their work in advancing the UMS mission. The Scorecard translates our plan's Commitments through four perspectives to ensure sustained growth is achieved. The Learner, Financial, Internal Process, and Innovation and Growth perspectives represent the needs of internal and external constituents. The Scorecard monitors each of these areas so one function is not overburdened in promoting progress in another.

The Scorecard will support two-way communication throughout our System. At the most strategic level, the Chancellor and presidents will translate Commitments to, and apply actionable goals for, our universities and Maine Law and report progress regularly to the Board. The "cascading" feature of the Scorecard will ensure that all community members understand the relationship between their goals and our shared Commitments.

The following example demonstrates the framework from the perspective of a person in one department. As our values and commitments cascade through UMS, individual members of our System community can identify actions and goals that reflect how their work aligns with the larger picture. The bi-directional arrow on the left demonstrates a "line of sight" between one person's goals and the impact of those goals on the UMS mission.

Example for illustration purposes

	Commitment 1: The University of Maine System will ensure the State of Maine its students, and its economy through excellence in research, teaching, and service to the state through innovative and creative solutions to the state's most pressing challenges and needs.	Commitment 2: The University of Maine System will advance a financially sustainable and innovative academic and infrastructure portfolio at every University and our state through innovative programming and strategic collaborations.	Commitment 3: The University of Maine System will be a destination for global higher education and a research, teaching, and learning place to work.	Commitment 4: The University of Maine System will create a culture of learning for our students, faculty, and staff through formal and applied commitments to personal, academic, diversity, and community learning opportunities for learning generated through multiple modalities, such as experiential and online learning.	Commitment 5: The University of Maine System will strengthen the skills of our researchers and use research to collaborate and flourish through the knowledge advanced by varied innovation.
	Learner	Financial	Internal Process	Innovation and Growth	
University	<ul style="list-style-type: none"> EE1a Identify and invest in programs that will create the greatest long-term value. EE1b Develop the business programs to attract faculty and students. 	<ul style="list-style-type: none"> EE2a Increase enrollment in core courses and programs. EE2b Enhance the quality of online programs, courses, and other programs. 	<ul style="list-style-type: none"> EE3a Create and offer innovative and excellent programs. EE3b Develop a portfolio of programs to create a sustainable business plan for faculty and staff. 	<ul style="list-style-type: none"> EE4a Create and offer innovative and excellent programs. EE4b Develop a portfolio of programs to create a sustainable business plan for faculty and staff. 	<ul style="list-style-type: none"> EE5a Create and offer innovative and excellent programs. EE5b Develop a portfolio of programs to create a sustainable business plan for faculty and staff.
Challenge	<ul style="list-style-type: none"> EE1c Offer a range of educational programs, including research, professional development, programs, and other opportunities to support collaborations between departments and programs. EE1d Create and offer innovative and excellent programs. 	<ul style="list-style-type: none"> EE2c Create a sustainable business plan that includes research, teaching, and online learning. EE2d Identify strategies to increase revenue to support innovative and online programs. 	<ul style="list-style-type: none"> EE3c Create and offer innovative and excellent programs. EE3d Develop a portfolio of programs to create a sustainable business plan for faculty and staff. 	<ul style="list-style-type: none"> EE4c Create and offer innovative and excellent programs. EE4d Develop a portfolio of programs to create a sustainable business plan for faculty and staff. 	<ul style="list-style-type: none"> EE5c Create and offer innovative and excellent programs. EE5d Develop a portfolio of programs to create a sustainable business plan for faculty and staff.
Departmental	<ul style="list-style-type: none"> EE1e Support faculty and other stakeholders that advance interdisciplinary programs. EE1f Ensure resources are allocated to academic excellence and service to the state. 	<ul style="list-style-type: none"> EE2e Increase enrollment and retention rates in core courses. EE2f Develop and offer innovative and excellent programs. 	<ul style="list-style-type: none"> EE3e Increase enrollment and retention rates in core courses. EE3f Develop and offer innovative and excellent programs. 	<ul style="list-style-type: none"> EE4e Increase enrollment and retention rates in core courses. EE4f Develop and offer innovative and excellent programs. 	<ul style="list-style-type: none"> EE5e Increase enrollment and retention rates in core courses. EE5f Develop and offer innovative and excellent programs.
Individual	<ul style="list-style-type: none"> EE1g Apply for grant to study interdisciplinary programs. EE1h Collaborate with individuals from other departments to create new and interdisciplinary programs. EE1i Survey all faculty to identify mobility and academic preferences. 	<ul style="list-style-type: none"> EE2g Work with colleagues to develop efforts to increase enrollment and retention rates in core courses. EE2h Increase enrollment and retention rates in core courses. 	<ul style="list-style-type: none"> EE3g Work with colleagues to develop efforts to increase enrollment and retention rates in core courses. EE3h Increase enrollment and retention rates in core courses. 	<ul style="list-style-type: none"> EE4g Work with colleagues to develop efforts to increase enrollment and retention rates in core courses. EE4h Increase enrollment and retention rates in core courses. 	<ul style="list-style-type: none"> EE5g Work with colleagues to develop efforts to increase enrollment and retention rates in core courses. EE5h Increase enrollment and retention rates in core courses.

Each Action will have an identified Goal in the form of a Key Performance Indicator (KPI) and target. Each Goal will be specific, measurable, achievable, realistic, and time-bound (SMART), and will directly assess progress on a corresponding Commitment. These Goals will not replace existing UMS KPIs but will draw from the necessary KPIs to assess the plan and its progress in fulfilling our Commitments.

Resources, Assessment, and Celebration

The Balanced Scorecard is a framework that can be aligned with a variety of tools. In May 2023, System staff—working with the presidents and in consultation with faculty—will recommend to the Board of Trustees a communication/tracking system for assessing progress on the plan.

The System and each university will develop budgets, funding plans, and programs that reflect their respective performance obligations under the strategic plan. The Board will integrate outcomes of Goals (i.e. performance metrics) in its review of proposed budgets, academic programs, and the development of state, federal, and foundation funding plans and programs. Operationalized through the Balanced Scorecard framework, the strategic plan will follow regular assessment and reporting expectations. The Chancellor, vice chancellors, and presidents will have access to live indicators and will provide updates appropriate to the Board of Trustees, Boards of Visitors, the legislature, and the public. Presidents and vice chancellors will participate in a coordinated quarterly assessment session and share its outcomes with the Chancellor. The Board will receive a formal report annually, which may include requests for adjustments depending on external forces and internal needs. The Board's Strategic Planning Committee may recommend specific reports to/for the applicable Board committees with system-wide reporting through the Strategic Planning Committee. The Board will incorporate specific performance and action items in its ongoing review of System and university/Law School performance.

A coordinated and enterprise-wide effort will be required to achieve these outcomes. Beginning with System and university leadership, the development of champions to coordinate and convey messaging will be critical. The Scorecard relies on a system of accountability and, as such, will need to secure support at all levels. This work, as part of the larger strategic planning implementation reporting cycle, will be managed jointly by the Vice Chancellor for Strategic Initiatives and the Vice Chancellor for Academic and Student Affairs.

Lastly: public recognition or celebration of Goals achieved will be a priority. Implementing the plan will entail considerable time and effort by faculty, staff, and System and university leaders. We will periodically acknowledge the fruits of that work.