Board of Trustees  
Strategic Planning Committee  
June 29, 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  Strategic Plan Implementation Timeline and Workplan Discussion [Trustee Cain, VC Jeff St. John & Jen O’Leary]

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.
AGENDA ITEM SUMMARY

NAME OF ITEM: Strategic Plan Implementation Timeline and Workplan Discussion

INITIATED BY: Emily Cain, Chair

BOARD INFORMATION: X

BOARD ACTION:

BOARD POLICY:

UNIFIED ACCREDITATION CONNECTION: The Strategic Plan is a working document that is constructed and implemented by internal and external stakeholders to the System to bring about unified change.

BACKGROUND: After a year of working with internal and external stakeholders, the Strategic Plan for the University of Maine System was adopted by the Board of Trustees at the May Board of Trustees Meeting. The Strategic Plan was developed by a writing team that consisted of System faculty, staff, students, and Board Members, and integrated several rounds of community feedback at several iterations before being presented to the Board of Trustees for final approval. This is the first Strategic Plan that has been adopted by the Board and the System in 19 years.

Committee Chair, Trustee Emily Cain, Vice Chancellor for Academic and Student Affairs Jeffrey St. John and Jenifer O’Leary, Director of Strategic Initiatives will update the committee in the following areas:

1). Implementation Timeline Review & System Staff Responsibilities – VC Jeffrey St. John

2). Distribution and Socialization of the Plan – Jenifer O’Leary

3). 12 Month Committee Work Plan – Chair Emily Cain

Attachment
Implementation Timeline
Workplan
## Strategic Planning Committee - Attachment - Implementation Timeline

### Abbreviated Actions

<table>
<thead>
<tr>
<th>Commitment</th>
<th>Action/Goal</th>
<th>Start Date</th>
<th>End Date</th>
<th>Lead(s)</th>
<th>Metrics Developed</th>
<th>Waited Projects</th>
<th>Notes</th>
<th>Status</th>
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</thead>
<tbody>
<tr>
<td>1.</td>
<td>SS 1</td>
<td>Student Success Action 1: UMS and its universities and Law School will be transparent in key student success indicators.</td>
<td>5/23/23</td>
<td>9/29/23</td>
<td>Presidents</td>
<td></td>
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<td>Complete</td>
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<tr>
<td>1.1</td>
<td>SS 1.1</td>
<td>Student Success Goal 1.1: Announce and establish return on investment metrics for first-year students.</td>
<td>5/23/23</td>
<td>6/1/24</td>
<td>VCASA and VCRI</td>
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<tr>
<td>1.2</td>
<td>SS 1.2</td>
<td>Student Success Goal 1.2: Announce and establish return on investment metrics for the academic year.</td>
<td>5/23/23</td>
<td>6/1/24</td>
<td>VCASA and VCRI</td>
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<tr>
<td>2.</td>
<td>SS 2</td>
<td>Strengthen the research hub in Portland and across the state while expanding the research capacity of all UMS universities.</td>
<td>10/1/23</td>
<td>3/1/24</td>
<td>VCASA</td>
<td></td>
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<tr>
<td>3.</td>
<td>SS 3</td>
<td>In 2024-28, monitor the annual achievement of outcomes for each university and adapt strategies and investments where needed.</td>
<td>10/1/23</td>
<td>5/1/24</td>
<td>VCASA</td>
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<td>4.</td>
<td>SS 4</td>
<td>Student Success Action 6: Develop plans to bring education to all learners regardless of where they are physically or in their educational journey by supporting them across the calendar year and across their lifetimes by June 2024.</td>
<td>5/23/23</td>
<td>6/1/24</td>
<td>VCASA</td>
<td></td>
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<tr>
<td>4.1</td>
<td>SS 4.1</td>
<td>Student Success Goal 4.1: Identify the best practices in year-round advising and support services, to meet the needs of all online students across the system.</td>
<td>5/23/23</td>
<td>6/1/24</td>
<td>Faculty, Presidents, VCASA</td>
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<tr>
<td>4.2</td>
<td>SS 4.2</td>
<td>Support the coordination of timing, instructional formats, and substance of online offerings across our system in each academic term.</td>
<td>5/23/23</td>
<td>6/1/24</td>
<td>Faculty, Presidents, VCASA</td>
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<td>5.</td>
<td>SS 5</td>
<td>Strengthen Maine Community College System (MCCS) and Early College pathways to our universities by March 2024.</td>
<td>10/1/23</td>
<td>3/1/24</td>
<td>VCASA</td>
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<td>5.1</td>
<td>SS 5.1</td>
<td>Establish pathways with our MCCS and Early College partners, beginning with identifying timeliness programs most sought after by MCCS and Early College students.</td>
<td>10/1/23</td>
<td>3/1/24</td>
<td>VCASA</td>
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<tr>
<td>5.2</td>
<td>SS 5.2</td>
<td>Student Success Goal 5.2: Announce and establish return on investment metrics for each university and adapt strategies and investments where needed.</td>
<td>10/1/23</td>
<td>3/1/24</td>
<td>Faculty</td>
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<td>6.</td>
<td>R 1</td>
<td>Research Action 1: Develop a plan to establish and invest in system-wide infrastructure to grow the R &amp; D enterprise at our universities.</td>
<td>10/1/23</td>
<td>5/23/24</td>
<td>VCRI</td>
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<tr>
<td>6.1</td>
<td>R 1.1</td>
<td>Research Goal 1.1: Enhance research capacity and external funding competitiveness through access to research infrastructure.</td>
<td>10/1/23</td>
<td>5/23/24</td>
<td>VCRI</td>
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<tr>
<td>6.2</td>
<td>R 1.2</td>
<td>Invest in competitive funding to support key initiatives and innovative projects in research, innovation, and knowledge creation.</td>
<td>10/1/23</td>
<td>5/23/24</td>
<td>VCRI</td>
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<td>7.</td>
<td>R 2</td>
<td>Secure increased investment in the Maine Economic Improvement Fund (MEIF) by the Maine legislature.</td>
<td>10/1/23</td>
<td>5/23/24</td>
<td>Chancellor and VCRI</td>
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<tr>
<td>7.1</td>
<td>R 2.1</td>
<td>Research Goal 2.1: Secure increased MEIF appropriations in accordance with UMS-R &amp; D Plan goals to grow the research portfolio and strengthen the research base in Portland and across the state while expanding the research capacity of all UMS universities.</td>
<td>10/1/23</td>
<td>5/23/24</td>
<td>Chancellor and VCRI</td>
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<tr>
<td>7.2</td>
<td>R 2.2</td>
<td>Support core, proposal, and sponsored research in key targeted areas.</td>
<td>10/1/23</td>
<td>5/23/24</td>
<td>VCRI</td>
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1. R 4.1  
Research Goal 4.1: Create a system-wide, state-wide means of supporting and partnering with businesses, non-profits, state and local governments, and communities by working with UM Cooperative Extension, the Watkins Center, the Foster Center for Innovation, the Maine Business School, etc.

2. R 4.2  
Research Goal 4.2: Create a system-wide vehicle for supporting and partnering with the K-12 schools to advance specific educational initiatives.

3. R 5  
Research Action 5: Promote and celebrate scholarship and creative activity among our faculty.

4. R 5.1  
Research Goal 5.1: Promote and celebrate intellectual and cultural scholarship and creative activity through workshops and internal and external networking by working with research centers, faculty collaborations, and individual faculty in the arts, humanities, social and behavioral sciences, etc.

5. R 5.2  
Research Goal 5.2: Support an annual state-wide gathering and celebration of scholarship and creative activity and workforce and economic development in partnership with state, federal, and private sponsors (modeled on the existing UMA Faculty Institute and similar events).

6. R 5.3  
Research Goal 5.3: Convene and support a task force of faculty, provosts, the VCASA, students, and others to explore revitalization of the arts and humanities and recommend steps for strengthening academic, research, and cultural programs and programming in those vital areas.

1. T 1  
Teaching Action 1: Foster 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 to traditional and new educational formats.

1. T 1.1  
Teaching Goal 1.1: Each university will document its plan to accelerate our commitment to student-focused programming and outcomes-based assessments for all learners by June 2024; identify students' curricular interest and provide them with a tailored resource plan.

1. T 1.2  
Teaching Goal 1.2: The universities will design financial, business, and learning platforms that support changes in programmatic focus beginning in spring 2024 and expanding incrementally through 2026.

1. T 1.3  
Teaching Goal 1.3: Centrally promote and support community initiatives.

1. T 2.1  
Teaching Goal 2.1: Centrally promote and support community initiatives.

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

1. T 2.3  
Teaching Goal 2.3: Centrally support multi-university program development and delivery; measure the progress and effectiveness.

1. T 3  
Teaching Action 3: Centrally promote the UMS TRANSFORMS Pathways to Success initiative.

1. T 3.1  
Teaching Goal 3.1: Identify critical gateway courses at each of our universities and develop advising support, curricular pathways, and related resources.

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

1. T 3.3  
Teaching Goal 3.3: Develop a learning analytics framework to identify and inform student success practices in gateway courses.

1. T 4  
Teaching Action 4: Centrally promote the UMS TRANSFORMS Pathways to Success initiative.

1. T 4.1  
Teaching Goal 4.1: Build on existing models of service learning to expand options currently available to students and faculty.

1. T 4.2  
Teaching Goal 4.2: Support initiatives by university community members that directly serve Mainers and their communities.

1. T 5.1  
Teaching Goal 5.1: Identify ways to support faculty, staff, and administration serving Maine and Maine communities through outreach projects and related activities.

1. T 6  
Teaching Action 6: Centrally support academic high-impact practices (HIPs) — structured learning opportunities that include internships, service-based projects, and related activities — beginning in spring 2024 and expanding incrementally through 2028.

1. T 6.1  
Teaching Goal 6.1: Provide workshops and practical strategies at every university and the Law School to foster the development and deployment of HIPs.

1. T 6.2  
Teaching Goal 6.2: Evaluate HIPs at the university and/or program level and use student and faculty feedback to improve them.

1. S 1  
Service Action 1: Identify ways to support faculty, staff, and administration serving Maine and Maine communities through outreach projects and related activities.

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

1. S 1.2  
Service Goal 1.2: Expand these initiatives where feasible through the involvement of additional university community members.

1. S 2  
Service Action 2: Support the growth of service learning opportunities to students and faculty across the system.

1. S 2.1  
Service Goal 2.1: Skills on existing models of service learning to expand options currently available to students and faculty.

1. S 2.2  
Service Goal 2.2: Increase budgets and micro-collaborative ties to service learning experiences through a plan to be developed in spring 2024.

1. E 2  
Engagement Goal 2: Strengthen our system through financial sustainability and effective academic and infrastructure portfolio management.

2. FS 1  
Financial Sustainability 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.

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

2. FS 1.2  
Financial Sustainability Goal 1.2: New or budget revisions will be tied to actionable cost reductions, and will not include mid-cycle upward revisions of enrollment estimates unless clearly justified by available enrollment data.

2. FS 2  
Financial Sustainability Action 2: Develop and implement a comprehensive direct admissions plan for the fall 2024 recruitment cycle.

2. FS 2.1  
Financial Sustainability Goal 2.1: Develop recruitment targets, admissions events, financial aid strategy, and marketing efforts to grow enrollment through direct admissions.

2. FS 2.2  
Financial Sustainability Goal 2.2: Evaluate the impact of direct admissions on enrollment in spring 2024; make strategies and use of resources for fall 2024 and beyond.

2. FS 3  
Financial Sustainability Action 3: Identify and implement new operational efficiencies leading to cost reductions for each institution in the System by spring 2024.

2. FS 3.1  
Financial Sustainability Goal 3.1: Identify efficiencies in infrastructure, including optimizing the campus footprint and use of student facilities and lecture spaces, meeting and conference rooms, athletic/performing arts, and public gathering spaces.

2. FS 3.2  
Financial Sustainability Goal 3.2: Identify efficiencies in administration, including reducing the number of law enrolled courses and increasing the use of cooperating departments where appropriate.
Commitment 4: Making our System a destination for public higher education and a respected, engaging, and rewarding place to work.

Destination for Public Higher Education Goal 4.1: Align enrollment-related marketing initiatives across the System.

Destination for Public Higher Education Goal 4.2: Identify research-based goals for environmental sustainability incrementally.

Destination for Public Higher Education Goal 4.3: Encourage and support research and analysis of climate change and environmental sustainability in American public higher education.

Destination for Public Higher Education Goal 4.4: Align enrollment-related marketing initiatives across the System.

Destination for Public Higher Education Goal 4.5: Continue to target endowed and low-cost asset, value buildings for renewal.

Effective Infrastructure Portfolio Goal 2.1: Develop a system-wide capital plan and priorities for capital investment by May 2024.

Effective Infrastructure Portfolio Goal 2.2: Identify multi-use/multi-purpose functionality for new buildings and heavily renovated buildings.

Commitment 3: Creating a sense of belonging in our System through our commitments to justice, equity, diversity, and inclusion, including opportunities for learning presented through multiple modalities (i.e., types of course delivery).

Justice, Equity, Diversity, and Inclusion Goal 1.1: Engage in regional and national conversations about dialogue and problem-solving with or through peer institutions and/or academic organizations.

Justice, Equity, Diversity, and Inclusion Goal 1.2: Centrally support the curriculum-wide rollout of the curriculum.

Justice, Equity, Diversity, and Inclusion Goal 1.3: Engage in regional and national conversations about dialogue and problem-solving with or through peer institutions and/or academic organizations.

Justice, Equity, Diversity, and Inclusion Goal 1.4: Centrally support the curriculum-wide rollout of the curriculum.

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

Effective Academic Portfolio Goal 2.2: Centrally support the curriculum-wide rollout of the curriculum.

Effective Academic Portfolio Goal 2.3: Evaluate the curriculum to improve content, instructional formats, and resources.
### Justice, Equity, Diversity, and Inclusion
- **Goal 3.1:** Justice, Equity, Diversity, and Inclusion 3.1: Regularly review and update recruitment and hiring policies and procedures; remove systemic barriers.
- **Goal 3.2:** Justice, Equity, Diversity, and Inclusion 3.2: Regularly evaluate the outcomes of recruitment and hiring efforts: student, faculty, and staff retention.
- **Goal 3.3:** Justice, Equity, Diversity, and Inclusion 3.3: Cultivate a safe and welcoming community and a genuine sense of belonging in our university and Law School communities for all.
- **Goal 3.4:** Justice, Equity, Diversity, and Inclusion 3.4: Deliver student life and co-curricular programming that brings students together, fosters social cohesion, and in response to all varieties of students—regardless of institutional format.
- **Goal 3.5:** Justice, Equity, Diversity, and Inclusion 3.5: Support community social and cultural gatherings and events to promote collegiality, fun, and a sense of institutional affiliation.
- **Goal 3.6:** Justice, Equity, Diversity, and Inclusion 3.6: Support community social and cultural gatherings and events to promote collegiality, fun, and a sense of institutional affiliation.

### Opportunities for Learning
- **Goal 1.1:** Opportunities for Learning 1.1: Share existing and emerging best practices with faculty system-wide through institutional designers, campus centers for teaching and learning, and related resources.
- **Goal 1.2:** Opportunities for Learning 1.2: Evaluate the effects of outputs-oriented teaching on course- and program-level learning outcomes, using assessment to improve those outputs over time.
- **Goal 1.3:** Opportunities for Learning 1.3: Support undergraduate experiential learning opportunities available through honors colleges and programs system-wide.

### Unified Accreditation
- **Goal 1.1:** Unified Accreditation 1.1: Eliminate structural barriers to transfer and course registration and refine a course-search mechanism by June 2024. (Through the Unified Catalog and Repaving MaineStreet initiatives)
- **Goal 1.2:** Unified Accreditation 1.2: Support the development of new multi-university academic programs.
- **Goal 1.3:** Unified Accreditation 1.3: Invest human and technological resources in new multi-university programs developed in areas of known workforce need and/or known enrollment growth.
- **Goal 1.4:** Unified Accreditation 1.4: Centrally market new and existing multi-university programs to out-of-state and adult learner populations.
- **Goal 1.5:** Unified Accreditation 1.5: Partner with Maine employers to deliver multi-university programs to specific workforce populations for skill improvement and career advancement.
- **Goal 2.1:** Unified Accreditation 2.1: 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 2.2:** Unified Accreditation 2.2: The Board of Trustees, Chancellor, and presidents will ensure regular review of System, university, and Law School missions and their internal alignment.
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- **Goal 3.8:** Unified Accreditation 3.8: The Board of Trustees, Chancellor, and presidents will ensure regular review of System, university, and Law School missions and their internal alignment.
- **Goal 3.9:** Unified Accreditation 3.9: The Board of Trustees, Chancellor, and presidents will ensure regular review of System, university, and Law School missions and their internal alignment.

### Implementation Timeline

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<thead>
<tr>
<th>Action</th>
<th>Start Date</th>
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<tbody>
<tr>
<td>UA 1.1</td>
<td>5/23/23</td>
<td>5/24/24</td>
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<td>UA 1.2</td>
<td>5/23/23</td>
<td>12/31/27</td>
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<td>UA 1.4</td>
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<td>UA 1.5</td>
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<tr>
<td>UA 1.6</td>
<td>5/23/23</td>
<td>12/31/28</td>
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*Strategic Planning Committee - Attachment - Implementation Timeline*
June 29, 2023
- Review printed materials
- Distribution and socialization plan
- Implementation Timeline – printed dates and who is responsible
- Understand UMS staff responsibilities
- Review draft 12-month committee workplan

August 24, 2023
- Update on distribution and socialization
- Updated implementation timeline to include assigned dates for the full plan
- PROGRESS REPORT
  - Step 2. The universities and law school develop goals in four core areas: retention, enrollment, research, and economic and workforce development. (Due 9/29/23)
  - Step 2a. The universities and law school present goals to the Board by October 1, 2023. (Due 10/1/23)

October 19, 2023
- PROGRESS REPORT
  - Engagement of faculty, staff, and students in implementation of the strategic plan
- DUE
  - Step 2. The universities and law school develop goals in four core areas: retention, enrollment, research, and economic and workforce development. (Due 9/29/23)
  - Step 2a. The universities and law school present goals to the Board by October 1, 2023. (Due 10/1/23)
  - Student Success Goal 2.1: By October 1, 2023, each university will identify goals to increase persistence and completion rates for undergraduates through 2027-28. (Due 10/1/23)
  - Research Goal 1.6: Each university and the Law School will set measurable goals by October 1, 2023 for research and economic and workforce development outcomes through 2027-28. (Due 10/1/23)

January 18, 2024
- PROGRESS REPORT
o **SS 1** – UMS and its universities will be transparent in key student success indicators (joint with ASA)

- **DUE**

  o **Effective Academic Portfolio Action 3**: Develop a process for the effective assessment of program learning outcomes in multi-university programs by the end of fall 2023. (In partnership with the FGC, the individual faculty senates/assemblies, and the System-wide Assessment Committee) (Due 12/15/23)

  o **Effective Academic Portfolio Goal 3.1**: Implement regular outcomes assessment of multi-university programs in spring 2024. (Due 1/1/24)

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**March 7, 2024**

- **PROGRESS REPORT**

  o **Commitment 2**: Strengthening our System through financial sustainability and effective academic and infrastructure portfolio management. (with FFT Cmte?)
    - Updates on financial sustainability goals

  o **Commitment 3**: Making our System a destination for public higher education and a respected, engaging, and rewarding place to work.
    - Updates on efforts to make our campuses a destination both for students and employees

  o **Commitment 4**: Creating a sense of belonging in our System through our commitments to justice, equity, diversity, and inclusion, including opportunities for learning presented through multiple modalities (i.e. types of course delivery). (with HR Cmte?)
    - Updates on campus-based JEDI efforts

- **DUE**

  o **Student Success Action 5**: Strengthen Maine Community College System (MCCS) and Early College pathways to our universities by March 2024. (Due 3/1/24)

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**May 9, 2024**

- **PROGRESS REPORT**

  o **Opportunities for Learning Action 2**: UMS will double the number of its fully online academic programs by 2028. (Due 12/31/27)

- **DUE**

  o **Student Success Action 3**: By May 2024, create a plan and establish targets to ensure UMS will be the statewide leader in adult degree completion, credentialing, industry certifications, and licensure preparation by 2028. (Due 5/1/24)

  o **Effective Infrastructure Portfolio Action 1**: Develop a system-wide capital plan and priorities for capital investment by May 2024. (Due 5/1/24)

  o **Effective Infrastructure Portfolio Goal 1.1**: Address system-wide physical plant needs in relation to other infrastructure needs (e.g. residence hall improvement). (Due 5/1/24)
o **Destination for Public Higher Education Action 1**: Develop a data-driven plan to attract more in-state and out-of-state students to our universities and Law School by May 2024; implement in 2024-28. (Due 5/1/24)

June 24, 2024

- **DUE**
  
  o **Student Success Action 4**: Develop plans to bring education to all learners regardless of where they are physically or in their educational journey by supporting them across the calendar year and across their lifetimes by June 2024. (Due 6/1/24)
  
  o **Research Action 1**: Develop a plan to establish and invest in system-wide infrastructure to grow the R & D enterprise at our universities (Due 5/31/24)
  
  o **Research Action 4**: Serve as an engine for innovation for Maine businesses, non-profits, state and local governments, communities, and the K-12 schools through plans to be developed by June 2024. (Due 6/1/24)
  
  o **Teaching Goal 1.1**: Each university will document its plan to accelerate our commitment to student-focused programming and outcomes-based assessments for all learners by June 2024; identify students’ communities of interest and provide them with tailored resources (Due 6/1/24)
  
  o **Service Goal 2.2**: Increase badges and micro-credentials tied to service learning experiences through a plan to be developed in spring 2024. (Due 5/31/24)
  
  o **Effective Infrastructure Portfolio Goal 1.2**: Assess the utility and return on investment of our instructional sites and centers across the state by June 2024. (Due 6/1/24)
  
  o **Unified Accreditation Action 1**: Eliminate structural barriers to transfer and course registration and refine a course-search mechanism by June 2024. (Through the Unified Catalog and Repaving MaineStreet initiatives) (Due 5/24/24)
  
  o **Unified Accreditation 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. (Due 5/31/24)
  
  o **Unified Accreditation 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 by June 2024 how assessment data from the individual universities will be collected and represented in system-wide accreditation reporting and related reporting. (Due 5/31/24)