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.

University of Maine System
Board of Trustees

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

		Abbreviated Actions	Start Date	End Date	Lead(s)	Metrics Developed	Related Projects	Notes	Status
		Four-stage Process:							
		1. The Strategic Plan goes before the UMS Board of Trustees for approval	5/22/23	5/22/23	VCASA				Complete
		2. The universities and law school develop goals in four core areas: retention, enrollment, research, and economic and workforce development.	5/23/23	9/29/23	Presidents				
		2a. The universities and law school present goals to the Board by October 1, 2023.	10/1/23	10/1/23	Presidents				
		3. VCSI and VCASA - with Chancellor, presidents, and Strategic Planning Committee - develop a structure and communication plan.	5/23/23	9/29/23	VCASA and VCSI				
		3a. Present structure and communication plan to the Board by October 1, 2023.	10/1/23	10/1/23	VCASA				
		4. The Board will oversee implementation through its Strategic Planning Committee and related bodies and hold System and university	5/23/23	5/31/28	Chair of the Board				

Commitment	Action/Goal	Abbreviated Actions	Start Date	End Date	Lead(s)	Metrics Developed	Related Projects
		Commitment 1: Serve state through research, teaching, and service	5/23/23	5/31/28			
1	SS 1	**Student Success Action 1**: UMS and its universities and Law School will be transparent in key student success indicators.			Presidents		
1	SS 1.1	**Student Success Goal 1.1**: Survey all first-year students in their second semester and all graduating students.					
	SS 1.2	**Student Success Goal 1.2**: Publish clear, easily understandable student success data on System and university websites and share it with prospective students and their families.					
1	SS 1.3	**Student Success Goal 1.3**: Employ a comprehensive data "warehouse" to collate relevant student success metrics for reporting and analysis.					
1	SS 2	**Student Success Action 2**: Universities will increase rates of persistence and degree completion by their undergraduate students.	5/23/23	5/31/28	Presidents		
1	SS 2.1	**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.	5/23/23	10/1/23			
1	SS 2.2	**Student Success Goal 2.2**: In 2024-28, monitor the annual achievement of outcomes for each university and adapts strategies and investments where needed.	1/1/24	5/31/28			
1	SS 3	**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.	5/23/23	5/1/24	VCASA		
1	SS 3.1	**Student Success Goal 3.1**: Deliver degree completion, credentialing, and certification programs that achieve national recognition for their innovative delivery methods and accelerated rates of success and completion.	5/23/23				
1	SS 3.2	**Student Success Goal 3.2**: Continue to expand its competency-based education portfolio and be a national leader in providing opportunities that measure skills and learning with an emphasis on degree completion in high-demand occupational programming.	5/23/23				
1	SS 3.3	**Student Success Goal 3.3**: Measure progress in each of these areas annually through 2027-28.	5/1/24	5/31/28			
1	SS 4	**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.	5/23/23	6/1/24	VCASA		
1	SS 4.1	**Student Success Goal 4.1**: Create a system-wide collaboration to support 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.	5/23/23		Faculty, Provosts, VCASA		
1	SS 4.2	**Student Success Goal 4.2**: Support the coordination of timing, instructional formats, and substance of online offerings across our System in each academic term.	5/23/23		Faculty, Provosts, VCASA		
1	SS 4.3	**Student Success Goal 4.3**: Provide a full general education program available through in-person and distance modalities for learners of all ages and ensure that students know which courses across UMS apply and will be transferable to their general education requirements.	5/23/23		Faculty		
1	SS 5	**Student Success Action 5**: Strengthen Maine Community College System (MCCS) and Early College pathways to our universities by March 2024.	5/23/23	3/1/24	VCASA		
1	SS 5.1	**Student Success Goal 5.1**: Establish pathways with our MCCS and Early College partners, beginning with identifying UMS programs most sought after by MCCS and Early College students.	5/23/23				
1	SS 5.2	**Student Success Goal 5.2**: Review transfer agreements and work with MCCS to improve transfer processes and outcomes. This goal will be measured by incremental improvement in transfer outcomes.	5/23/23				
1	SS 5.3	**Student Success Goal 5.3**: Introduce Early College students and newly enrolled full-time UMS students to faculty and administrators in our graduate and professional programs before or during the first semester of their UMS careers.	5/23/23				
1	R 1	**Research Action 1**: Develop a plan to establish and invest in system-wide infrastructure to grow the R & D enterprise at our universities	5/23/23	5/31/24	VCRI		
1	R 1.1	**Research Goal 1.1**: Enhance research capacity and extramural funding competitiveness through access to research infrastructure.					
1	R 1.2	**Research Goal 1.2**: Grow external funding from government, industry, and philanthropic sponsors.					
1	R 1.3	**Research Goal 1.3**: Increase the number of doctoral students with research placements occurring statewide.					
1	R 1.4	**Research Goal 1.4**: Annually document the expansion of student access at every university to ensure that all UMS students can engage in research, innovation, and knowledge creation throughout their college careers.					
1	R 1.5	**Research Goal 1.5**: Increase System commercialization outputs and measure and report these results annually.					
1	R 1.6	**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.	5/23/23	10/1/23			
1	R 2	**Research Action 2**: Develop and incentivize cross-university collaboration in research and scholarship to attract new learners engaging in faculty-mentored learning.			VCRI		
1	R 2.1	**Research Goal 2.1**: Invest in research initiatives at the intersection of information technology and the arts and humanities; including bioengineering and biomedical sciences, artificial intelligence, digital humanities, health sciences, and ocean science; progress in implementation annually.					
1	R 2.2	**Research Goal 2.2**: Support non-grant funded research through stipends, course releases, etc.; brand UMS as spurring innovation in the arts and humanities while also stressing excellence in other fields with sponsored research.					
1	R 3	**Research Action 3**: Secure increased investment in the Maine Economic Improvement Fund (MEIF) by the Maine legislature.			Chancellor and VCRI		
1	R 3.1	**Research Goal 3.1**: Secure increased MEIF apportionment in accordance with UMS R & D Plan goals to grow the research portfolio and strengthen the research hub in Portland and across the state while expanding the research capacity of all UMS universities.					
1	R 3.2	**Research Goal 3.2**: Annually evaluate and promote MEIF outcomes to demonstrate the return on investment for Maine.					
1	R 4	**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.	5/23/23	6/1/24			

	Code	Description			
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 Wabanaki Center, the Foster Center for Innovation, the Maine Business School, etc.	5/23/23		
1	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.	5/23/23		
1	**R 5**	**Research Action 5**: Promote and celebrate scholarship and creative activity among our faculty.			
1	R 5.1	**Research Goal 5.1**: Promote and celebrate intellectual and cultural scholarship and creative activity through workshops and internal and external marketing by working with research centers, faculty collaboratives, and individual faculty in the arts, humanities, social and behavioral sciences, etc.			
1	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)			
1	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.		Faculty, Provosts, VCASA	
1	**T 1**	**Teaching Action 1**: 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 formats.	5/23/23	12/31/28	
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' communities of interest and provide them with tailored resources	5/23/23	6/1/24	
1	T 1.2	**Teaching Goal 1.2**: The universities will design financial, business, and learning platform models that support changes in programmatic focus beginning in spring 2024 and expanding incrementally through 2028.	1/1/24	12/31/28	
1	**T 2**	**Teaching Action 2**: Continue to expand access to course offerings to students at all universities.			
1	T 2.1	**Teaching Goal 2.1**: Centrally promote May term and summer course offerings by all of our universities and Law School to all students prior to term's registration period.			
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 Gateways to Success initiative.			
1	T 3.1	**Teaching Goal 3.1**: Identify critical gateway courses at each of our universities and devise 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 Careers initiative.			
1	T 4.1	**Teaching Goal 4.1**: Provide a career-relevant experience for every student in every UMS degree program by 2028.	1/1/28		
1	T 4.2	**Teaching Goal 4.2**: Coordinate system-wide to make an internship available to every UMS student.			
1	T 4.3	**Teaching Goal 4.3**: Evaluate annually using employer, student, and faculty feedback to improve it; market this initiative and others like it to potential students			
1	**T 5**	**Teaching Action 5**: 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.	1/1/24	12/31/28	
1	T 5.1	**Teaching Goal 5.1**: Provide workshops and practical strategies at every university and the Law School to foster the development and deployment of HIPs.			
1	T 5.2	**Teaching Goal 5.2**: Evaluate HIPs at the university and/or program level and use student and faculty feedback to improve them.			
1	**SV 1**	**Service Action 1**: Identify ways to support faculty, staff, and administrators serving Mainers and Maine communities through outreach projects and related activities.			
1	SV 1.1	**Service Goal 1.1**: Support initiatives by university community members that directly serve Mainers and their communities.			
1	SV 1.2	**Service Goal 1.2**: Expand those initiatives where feasible through the involvement of additional university community members.			
1	**SV 2**	**Service Action 2**: Support the growth of service learning opportunities to students and faculty across the System.			
1	SV 2.1	**Service Goal 2.1**: Build on existing models of service learning to expand options currently available to students and faculty.			
1	SV 2.2	**Service Goal 2.2**: Increase badges and micro-credentials tied to service learning experiences through a plan to be developed in spring 2024.	1/1/24	5/31/24	
		Commitment 2: Strengthening 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 tied 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**: 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.			
2	**FS 2**	**Financial Sustainability Action 2**: Develop and implement a comprehensive direct admissions plan for the fall 2024 recruitment cycle.	5/23/23		
2	FS 2.1	**Financial Sustainability Goal 2.1**: Delineate 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 summer 2024; revise strategies and use of resources for Fall 2025 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 academic delivery, including reducing the number of low-enrolled courses and increasing the use of cooperating departments where appropriate.			
2	FS 3.2	**Financial Sustainability 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.			

#	Code	Description	Start	End
2	FS 3.3	**Financial Sustainability 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).		
2	EAP 1	**Effective Academic Portfolio Action 1**: Develop innovative programs and curricula responsive to changing economic and workforce needs, data-driven projections of growth areas, and technological innovation.		
2	EAP 1.1	**Effective Academic Portfolio Goal 1.1**: Focus on workforce readiness to help students gain clarity and insight into how academic pursuits can enhance employability and professional advancement.		
2	EAP 2	**Effective Academic Portfolio 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.		
2	EAP 2.1	**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 led by faculty with support from instructional designers, provosts and other academic administrators, and university assessment staff.		
2	EAP 2.2	**Effective Academic Portfolio Goal 2.2**: Centrally support the system-wide rollout of the curriculum.		
2	EAP 2.3	**Effective Academic Portfolio Goal 2.3**: Evaluate the curriculum to improve content, instructional formats, and resources		
2	EAP 3	**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)	5/23/23	12/15/23
2	EAP 3.1	**Effective Academic Portfolio Goal 3.1**: Implement regular outcomes assessment of multi-university programs in spring 2024.	5/23/23	1/1/24
2	EAP 4	**Effective Academic Portfolio Action 4**: Use the AAPR to evaluate the effect of new academic programs on existing programs in the same field to ensure the continuing viability of all programs in that field beginning in summer 2023.	7/1/23	
2	EAP 4.1	**Effective Academic Portfolio Goal 4.1**: Determine whether the launch of new programs has positively or adversely affected a) enrollment in existing programs in the same field, and b) ease of transfer for incoming students, including those from the MCCS	7/1/23	
2	EAP 4.2	**Effective Academic Portfolio Goal 4.2**: Adjust marketing, course formats and scheduling, and related elements of program delivery to grow enrollment for all programs in the same field.	7/1/23	
2	EIP 1	**Effective Infrastructure Portfolio Action 1**: Develop a system-wide capital plan and priorities for capital investment by May 2024.	5/23/23	5/1/24
2	EIP 1.1	**Effective Infrastructure Portfolio Goal 1.1**: Address system-wide physical plant needs in relation to other infrastructure needs (e.g. residence hall improvement).	5/23/23	5/1/24
2	EIP 1.2	**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.	5/23/23	6/1/24
2	EIP 2	**Effective Infrastructure Portfolio Action 2**: Achieve fiscal and energy efficiencies through physical space reduction.		
2	EIP 2.1	**Effective Infrastructure Portfolio Goal 2.1**: Continue to target disused and low-Net Asset Value buildings for removal.		
2	EIP 2.2	**Effective Infrastructure Portfolio Goal 2.2**: Identify multi-use/multi-purpose functionality for new buildings and heavily renovated buildings.		
		Commitment 3: Making our System a destination for public higher education and a respected, engaging, and rewarding place to work.		
3	DPHE 1	**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.	5/1/24	
3	DPHE 2	**Destination for Public Higher Education Action 2**: Increase undergraduate degree completion through high-quality and career-spanning academic options		
3	DPHE 2.1	**Destination for Public Higher Education Goal 2.1**: Assess the relationship between academic quality, career preparedness opportunities within the degree program (or the overall student experience), and degree completion.		
3	DPHE 2.2	**Destination for Public Higher Education Goal 2.2**: Invest in academic quality tied to career preparedness opportunities and track outcomes among graduates.		
3	DPHE 3	**Destination for Public Higher Education Action 3**: Coordinate enrollment management marketing and develop a system-wide marketing plan by spring 2024		
3	DPHE 3.1	**Destination for Public Higher Education Goal 3.1**: Align enrollment-related marketing initiatives across the System.		
3	DPHE 3.2	**Destination for Public Higher Education Goal 3.2**: Evaluate marketing outcomes annually in relation to enrollment targets and revise strategies and investments accordingly.		
3	DPHE 4	**Destination for Public Higher Education Action 4**: 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.		
3	DPHE 4.1	**Destination for Public Higher Education Goal 4.1**: A UMS marketing plan will 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.		
3	DPHE 4.2	**Destination for Public Higher Education Goal 4.2**: Identify research-based goals for environmental sustainability incrementally		
3	PTW 1	**Place to Work 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 through plans to be developed by spring 2024.		
3	PTW 1.1	**Place to Work Goal 1.1**: Invest in additional resources to support student mental health.		
3	PTW 1.2	**Place to Work Goal 1.2**: Invest in additional resources to support employee mental health.		
3	PTW 2	**Place to Work Action 2**: Promote a culture of intellectual curiosity and open-ended inquiry to model for our students and society the essential skills of engaged dialogue and problem-solving.		
3	PTW 2.1	**Place to Work Goal 2.1**: Sponsor system-wide colloquia on contemporary problems and topics and invite faculty, staff, and student participation.		
3	PTW 2.2	**Place to Work Goal 2.2**: Engage in regional and national conversations about dialogue and problem-solving with or through peer institutions and/or academic organizations.		
		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).		
4	JEDI 1	**Justice, Equity, Diversity, and Inclusion Action 1**: 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 reflective of the state we serve.		
4	JEDI 1.1	**Justice, Equity, Diversity, and Inclusion Goal 1.1**: Welcome and support a range of DEI perspectives, including constructive disagreement, and honor a diversity of viewpoints.		
4	JEDI 1.2	**Justice, Equity, Diversity, and Inclusion Goal 1.2**: Centrally support the implementation of specific university-level DEI goals and offer research and programming resources to support collaboration on related topics.		
4	JEDI 2	**Justice, Equity, Diversity, and Inclusion Action 2**: Identify and address systemic barriers to student, faculty, and staff recruitment and retention, particularly for underrepresented and underserved populations.		

4	JEDI 2.1	**Justice, Equity, Diversity, and Inclusion Goal 2.1**: Regularly review and update recruitment and hiring policies and processes; remove systemic barriers.		
4	JEDI 2.2	**Justice, Equity, Diversity, and Inclusion Goal 2.2**: Regularly evaluate the outcomes of recruitment and hiring effortson student, faculty, and staff retention.		
4	JEDI 3	**Justice, Equity, Diversity, and Inclusion Action 3**: Cultivate a safe and welcoming community and a genuine sense of belonging in our university and Law School communitiesfor all.		
4	JEDI 3.1	**Justice, Equity, Diversity, and Inclusion Goal 3.1**: Deliver student life and co-curricular programming that brings students together, fosters social cohesion, and is responsive to all varieties of students— regardless of instructional format.		
4	JEDI 3.2	**Justice, Equity, Diversity, and Inclusion Goal 3.2**: Support community social and cultural gatherings and events to promote collegiality, fun, and a sense of institutional affiliation.		
4	OFL 1	**Opportunities for Learning Action 1**: Pursue best practices in classroom, experiential, and online learning, with an emphasis on outputs versus inputs.		
4	OFL 1.1	**Opportunities for Learning Goal 1.1**: Share existing and emerging best practices with faculty system-wide through instructional designers, campus centers for teaching and learning, and related resources.		
4	OFL 1.2	**Opportunities for Learning Goal 1.2**: Evaluate the effects of outputs-oriented teaching on course- and program-level learning outcomes, using assessment to improve those outputs over time.		
4	OFL 1.3	**Opportunities for Learning Goal 1.3**: Support undergraduate experiential learning opportunities available through Honors colleges and programs system-wide.		
4	OFL 2	**Opportunities for Learning Action 2**: UMS will double the number of its fully online academic programs by 2028.	12/31/27	
5		**Commitment 5: Expanding the ability of our universities and Law School to collaborate and flourish through our unified accreditation.**		
5	UA 1	**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)	5/23/23	5/24/24
5	UA 1.1	**Unified Accreditation Goal 1.1**: Include feedback from and participation by key functional areas, including the university registrars, transfer officers, financial aid directors, academic advisors, and (where appropriate) their counterparts in the MCC System.		
5	UA 2	**Unified Accreditation Action 2**: Support the development of new multi-university academic programs.		
5	UA 2.1	**Unified Accreditation 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.		
5	UA 2.2	**Unified Accreditation Goal 2.2**: Centrally market new and existing multi-university programs to out-of-state and adult-learner populations.		
5	UA 2.3	**Unified Accreditation Goal 2.3**: Partner with Maine employers to deliver multi-university programs to specific workforce populations for skill improvement and career advancement.		
5	UA 3	**Unified Accreditation Action 3**: 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.	5/23/23	12/31/27
5	UA 3.1	**Unified Accreditation Goal 3.1**: Report on the ongoing implementation of the Faculty Governance Council, including any changes that body elects to make to its charter.		
5	UA 3.2	**Unified Accreditation Goal 3.2**: UMS will track our progress in achieving our goals for system-wide integration and centralization of processes.		
5	UA 3.3	**Unified Accreditation Goal 3.3**: UMS will track progress in achieving goals for justice, diversity, equity, and inclusion.		
5	UA 3.4	**Unified Accreditation Goal 3.4**: UMS will address our facilities planning goals.		
5	UA 3.5	**Unified Accreditation Goal 3.5**: The Board of Trustees, Chancellor, and presidents will ensure regular review of System, university, and Law School missions and their internal alignment.		
5	UA 3.6	**Unified Accreditation 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.		
5	UA 3.7	**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.		5/31/24
5	UA 3.8	**Unified Accreditation 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.	5/23/23	12/31/28
5	UA 3.9	**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.	5/23/23	5/31/24