

Board of Trustees
Joint Executive Committee for Strategic Planning

November 13, 2023
3:00 – 4:00 pm
ZOOM – No Physical Location Available

AGENDA

1. Discussion of the division of work that involves the goals and objectives of the Strategic Plan among the Board Committees. Materials include the draft of the Strategic Planning Workplan and Strategic Planning Committee meeting materials from the October 19th Committee Meeting.

Executive Session

The entire meeting will be an Executive Session.

The Executive Committee will enter Executive Session under the provision of: 1 MRSA Section 405 6-A & E.

Action items within the Committee purview are noted in green.

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.

DRAFT Committee Oversight Plan – 10/7/23

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

ASA

Action 1: UMS and its universities and law school will be transparent in key student success indicators.

- Goal 1.1: Our universities and law school will survey all first-year students in their second semester and all graduating students 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 it with prospective students and their families.
- Goal 1.3: UMS will employ a comprehensive data warehouse (i.e. repository) to collate relevant student success metrics for reporting and analysis.

ASA

Action 2: Our universities will increase rates of persistence (i.e. retention) and degree completion by their undergraduate students.

- Goal 2.1: By October 1, 2023, each university will identify goals to increase persistence and completion rates for undergraduates through 2027-28.
- Goal 2.2: In 2024-28, UMS will monitor implementation and achievement of outcomes for each university annually and adapt strategies and investments where needed to meet those goals.

ASA

Action 3: UMS will be the state-wide leader in adult degree completion, credentialing, industry certifications, and licensure preparation. By May 2024, UMS will create a plan and establish targets in each of these areas to be achieved by 2028.

- Goal 3.1: UMS will deliver degree completion, credentialing, and certification programs that achieve national recognition for their innovative delivery methods and accelerated rates of success and completion.
- Goal 3.2: UMS will 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.
- Goal 3.3: UMS will measure progress in each of these areas annually through 2027-28.

ASA



Action 4: Through our array of programs and services, UMS will 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 through plans to be developed by June 2024.

Goal 4.1: Led by faculty, provosts, the Vice Chancellor for Academic and Student Affairs, and other academic leaders, UMS will create a system-wide collaboration to create and 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.

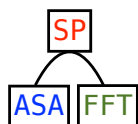
- Goal 4.2: Consistent with Goal 4.1, UMS will support coordination of the timing, instructional formats, and substance of online offerings across our System in each academic term to maximize opportunities for our students and enrollment at each of our universities.
- Goal 4.3: Consistent with Goals 4.1 and 4.2, led by faculty, in accordance with university faculty governance policies, and with the support of provosts, the Vice Chancellor for Academic and Student Affairs, and other academic leaders, UMS will provide a full general education program available through in-person and distance modalities (i.e. types of instruction) to assure 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 by March 2024.

- Goal 5.1: UMS academic leaders will establish pathways with our MCCS and Early College partners, beginning with identifying 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. This goal will be measured by incremental improvement in transfer outcomes.
- 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, education, 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. Expanded pathways to achieve this goal will increase on an annual basis.

Research Actions



Action 1: UMS will further establish and invest in system-wide infrastructure to grow the research and development enterprise at our universities pursuant to a plan to be developed in 2023-24.



- Goal 1.1: Enhance research capacity and extramural funding competitiveness through access to research infrastructure by investing in research administration, compliance, and development staffing, shared facilities and equipment, and seed funding. UMS will measure the implementation of this goal annually by growth in capacity and funding compared to the investments required to expand these opportunities.
- Goal 1.2: Grow external funding from government, industry, and philanthropic sponsors.
- Goal 1.3: Increase the number of doctoral students, with research placements occurring state-wide to extend faculty capacity to conduct world-class research, mentor student researchers, and engage with community, government, and business partners.
- 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.
- Goal 1.5: Increase System commercialization outputs, including invention disclosures, revenue, corporate and industry partnerships, intellectual property-based spinoffs, and student entrepreneurship activities, and measure and report these results annually.
- 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.



Action 2: Develop and incentivize cross-university collaboration in research and scholarship to attract new learners engaging in faculty-mentored learning.

- Goal 2.1: Invest in research initiatives at the intersection of information technology and the arts and humanities, a rich terrain for innovation. Areas for investment will include bioengineering and biomedical sciences, artificial intelligence, digital humanities, health sciences, and ocean science. Such initiatives will be identified and will progress in implementation annually.
- 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 in accordance with UMS Research and Development 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.
- 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 through plans to be developed by June 2024.

- Goal 4.1: Working with University of Maine Cooperative Extension, the Wabanaki Center, the Foster Center for Innovation, the Maine Business School, and other centers and organizations, create a system-wide, state-wide means of supporting and partnering with businesses, non-profits, state and local governments, and communities.
- 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.

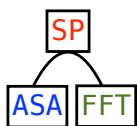


ASA

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 state-wide gathering and celebration of scholarship and creative activity and workforce and economic development in partnership with state, federal, and private sponsors.
- Goal 5.3: UMS will convene and support a task force of faculty, provosts, the Vice Chancellor for Academic and Student Affairs, 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.

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 formats.

- 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. This plan and its university-specific commitments will identify students' communities of interest and provide them with resources tailored to meet their needs.
- Goal 1.2: With assistance from System staff, 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.

ASA

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: UMS will 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: UMS will centrally promote first-year Research Learning Experiences and academic programs to Early College students.
- Goal 2.3: UMS will centrally support multi-university program development and delivery and measure the progress in such programs and their effectiveness.

ASA

Action 3: UMS will 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 and engaging gateway courses delivered at one of our universities available to students at all of our universities.
- Goal 3.3: Develop a learning analytics framework to identify and inform student success practices in gateway courses.

SP

Action 4: UMS will 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 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. Market this initiative and others like it to potential students as one of the many attractions of attending one of our universities.

ASA

Action 5: UMS will 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.

- Goal 5.1: Provide workshops and practical strategies at every university and the Law School to foster 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

HR/LR

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

ASA



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

- 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 through a plan to be developed in spring 2024.

Commitment 2

Financial Sustainability Actions

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.

FFT

Action 1: In order to position our System for the future, 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.

ASA

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. (Note: Direct admissions is a enrollment strategy whereby colleges and universities identify academically qualified students who have not applied to their institutions and offer them admission.)

- Goal 2.1: Delineate recruitment targets, admissions events, financial aid strategy, and marketing efforts to grow enrollment 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.

FFT **ASA** Action 3: UMS will partner with the universities and law school to identify and implement by spring 2024 new operational efficiencies leading to cost reductions for each institution in the System.

ASA 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.

FFT 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.

FFT 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

SP 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.

ASA 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, instructional formats, and resources.

ASA Action 3: In partnership with the Faculty Governance Council, the individual faculty senates and assemblies, and the System-wide Assessment Committee, develop a process for the effective assessment of program learning outcomes in multi-university programs by the end of fall 2023.

Goal 3.1: Implement regular outcomes assessment of multi-university programs in spring 2024.

ASA Action 4: Use the Annual Academic Program Report (AAPR), a provost-led review conducted each spring and summer using university academic data, 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.

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 Maine Community College System.

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.

Effective Infrastructure Portfolio Actions

FFT Action 1: Develop a system-wide capital plan and priorities for capital investment by May 2024.

Goal 1.1: Address system-wide physical plant needs in relation to other infrastructure needs (e.g. residence hall improvement).

Goal 1.2: Assess the utility and return on investment of our instructional sites and centers across the state by June 2024.

FFT Action 2: Achieve fiscal and energy efficiencies through physical space reduction.

Goal 2.1: Continue to target disused and low-Net Asset Value buildings for removal.

Goal 2.2: 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

SP

Action 1: By May 2024, 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: Increase undergraduate degree completion through high-quality and career-spanning academic options and ensure the professional success of our graduates.

Goal 2.1: Assess the relationship between academic quality, career preparedness opportunities within the degree program (or the overall student experience), and degree completion.

Goal 2.2: Invest in academic quality tied to career preparedness opportunities and track outcomes among graduates.

SP

Action 3: Coordinate enrollment management marketing and develop a system-wide marketing plan by spring 2024.

Goal 3.1: Align enrollment-related marketing initiatives across the System.

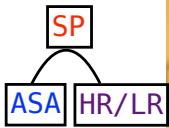
Goal 3.2: Evaluate marketing outcomes annually in relation to enrollment targets and revise strategies and investments accordingly.

SP

Action 4: 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 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.

Goal 4.2: Identify research-based goals for environmental sustainability incrementally beginning in spring 2024 and implement those goals through 2028.



FFT

SP



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 through plans to be developed by spring 2024.

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

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

Text

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.

Goal 2.1: Sponsor system-wide colloquia 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.

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 instructional formats, such as experiential and online learning.

SP



Justice, Equity, Diversity, and Inclusion Actions

Action 1: UMS will use its DEI Steering Committee, the Wabanaki Center, 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 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 faculty and staff leaders, and offer research and programming resources to support collaboration on topics that enrich the cultural and historical understanding of interactions among diverse social communities that continue to shape civic life.

HR/LR

Action 2: UMS will identify and address systemic barriers to student, faculty, and staff 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.

HR/LR ASA

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

Goal 3.1: Deliver student life and co-curricular programming that brings students together, fosters social cohesion, and is responsive to all students— traditional and adult, commuter and residential— regardless of instructional format.
Goal 3.2: Support community social and cultural gatherings and events to promote collegiality, fun, and a sense of institutional affiliation.

Opportunities for Learning Actions

ASA

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 resources.
Goal 1.2: Evaluate the effects of outputs-oriented (i.e. what students learn) teaching on course- and program-level learning outcomes, using assessment to improve those outputs over time. In other words, emphasize both what is learned and what is taught to ensure the best possible outcomes for our students.
Goal 1.3: Support undergraduate experiential learning opportunities available through Honors colleges and programs system-wide.

ASA

Action 2: UMS will double the number of its fully online academic programs 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

SP

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

our universities simple and fast by June 2024.

Goal 1.1: The plan will 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 Maine Community College System.

ASA

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.

Full
Board
with
cmte
help

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

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

Goal 3.4: UMS will address our facilities planning goals.

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.

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 by June 2024 how assessment data from the individual universities will be collected and represented in system-wide accreditation reporting and related reporting.

Implementation Plan

Our implementation plan is grounded in measurable assessments of what we have done to achieve our Goals. Its success will require a coordinated set of structures and processes 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 throughout the organization.
4. Develop user-friendly mechanisms to report progress on specific goals.
5. Clarify and deploy the human and fiscal resources required for implementation.
6. Launch an ongoing cycle of assessment, reporting, and 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, although the work required to achieve that alignment will begin much earlier than that point.


The UMS strategic plan will be communicated and evaluated through a holistic framework called the Balanced

Scorecard. 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 Chancellor and presidents will translate Commitments to, and apply actionable goals for, our universities and law school and report on progress to the Board through its Strategic Planning Committee and related bodies.

The following example demonstrates the framework using one sample action and associated goals. The final form of the Scorecard will be determined in early fall 2023, and our abiding commitment is to ensure that progress toward goals is clear and measurable. The reporting content and timeline will vary by audience depending on relevance and need.

BALANCED SCORECARD						
ACTIONS	GOALS	TARGETS			INITIATIVES	
		YEAR 1	YEAR 2	YEAR 3	PROGRAMS	BUDGETS
1.2 Increase statewide access to courses	1.2.1 Promote course offerings in high-demand fields	x %	x %	x %	UMS Internal marketing project	TBD
	1.2.2 Increase the number of courses available via flexible term options	x %	x %	x %	UMS Course Access Initiative	TBD
	1.2.3 Increase the number of courses available through different modalities	x %	x %	x %	UMS Course Access Initiative	TBD



QUARTERLY REPORT | CHANCELLOR, PRESIDENTS, AND BOT STRATEGIC PLANNING COMMITTEE

Each Action will have an identified Goal in the form of a Key Performance Indicator (KPI) and target. These Goals will not replace existing UMS KPIs, but will draw from them to assess the plan and its fulfillment of our Commitments.

Resources, Assessment, and Celebration

By October 1, 2023, System staff— working with the presidents and in consultation with faculty, staff, and administrators— 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.

The Chancellor, vice chancellors, and presidents will have access to live indicators and will provide updates appropriate to the 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.

Each year, the Board will receive a formal report prepared by System staff in close coordination with the Chancellor and presidents. The report 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 strategic planning implementation reporting cycle, will be managed 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.

In complying with the letter and spirit of applicable laws and pursuing its own goals of diversity, the University of Maine System does not discriminate on the grounds of race, color, religion, sex, sexual orientation, transgender status, gender, gender identity or expression, ethnicity, national origin, citizenship status, familial status, ancestry, age, disability physical or mental, genetic information, or veterans or military status in employment, education, and all other programs and activities. The University provides reasonable accommodations to qualified individuals with disabilities upon request. The following person has been designated to handle inquiries regarding non-discrimination policies: Director of Equal Opportunity, 101 Boudreau Hall, University of Maine, Orono, ME 04469-5754, 207.581.1226, TTY 711 (Maine Relay System).