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UMaine LEADS: the University of Maine Strategic Plan, 2006-2011

University of Maine Strategic Planning Committee

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**UMAINE LEADS
LEARNING -ENGAGEMENT
AND DISCOVERY**

**UNIVERSITY OF MAINE
STRATEGIC PLAN
2006-2011**



LEARNING ENGAGEMENT AND DISCOVERY

Quality Education - Creative Discovery - Pride of Community

The University of Maine Strategic Plan 2006-2011

May 15, 2006

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University of Maine Strategic Plan Introduction/Executive Summary

Mission:

The University of Maine Strategic Plan Mission Statement Learning Engagement and Discovery: UMaine LEaDs

As Maine's Land and Sea Grant institution and the flagship campus of the University of Maine System, the University of Maine:

- Serves students from Maine, the nation, and the world by facilitating learning, engagement, and discovery from undergraduate through doctoral degrees
- Provides the citizens of Maine and beyond with broad access to its world-class educational and research capabilities, fostered by a community of learning
- Provides opportunity and access to higher education to people regardless of race, creed, gender, sexual orientation, ethnic origin or class, and encourages active participation in the affairs of the University and the State
- Works toward greater national and international recognition of excellence in its academic programs, research, and scholarly achievement

To achieve excellence in learning, engagement, and discovery, the University of Maine:

- Educates the whole person to develop critical and creative abilities, to analyze arguments and data, to write and speak well, and to understand traditions in ethics, reason, and creativity
- Prepares students for new careers, career change, and career advancement
- Supports an engaging and seamless program of student and campus life where all students have access to appropriate advocacy, desirable and enriched living accommodations, healthy lifestyle options, high quality student services, recreational opportunities, and a real sense of security.
- Teaches base competencies such as communicating, managing people and tasks, managing self, and utilizing innovation and change.
- Generates new knowledge through world-class scholarship, research, and creative endeavor across and between disciplines
- Pioneers new fields of learning, strengthens interdisciplinary studies, and shows leadership in traditional disciplines

- Serves society through coordinated statewide outreach programs that meet continuing educational needs in accordance with the University's designated land and sea grant mission
- Serves the public and private economic interests that accrue from higher education, now and in the future
- Creates a welcoming atmosphere for visitors, students, staff, and faculty from Maine and away
- Honors the values and heritage of Maine
- Provides a foundation to serve the immediate and long-range economic development needs of Maine and the global society
- Leads the University of Maine System by sharing institutional resources, such as faculty and staff expertise, libraries, archives, museums, and research facilities
- Upholds the principles of a sustainable society, in which current needs are met without compromising opportunities for future generations.

Strategic Goals:

The University of Maine will promote its culture of excellence in learning, engagement, and discovery by faculty, staff, and students. To achieve these Strategic Goals, The University of Maine will:

1. Be a first choice institution for highly qualified and diverse students, employees, and faculty.
2. Sustain an engaged and supportive learning community through our policies and organizational culture.
3. Strengthen our essential partnership with, and accountability to, the communities and people of Maine by ensuring that UMaine is an institution that meets their educational, economic, social, and cultural needs and aspirations.
4. Increase our critical role in the economy and well being of the State of Maine.
5. Expand our role in the creation of new knowledge through research, scholarship, and the arts.
6. Increase public and private support for the institution.
7. Develop comprehensive informational and promotional strategies to publicize the excellence of the institution.
8. Excel among peer institutions in quality of life measures.

These eight Strategic Goals form the core of the University of Maine Strategic

Plan. Each of these goals addresses one or more of the strategic areas that together sustain a land-grant, flagship public university: learning (education, K-12 connections, interdisciplinarity), engagement (K-12 connections, community connections), and discovery (research, interdisciplinarity).

Implementation

- A. **Planning.** Upon acceptance of this Strategic Plan, the Provost of the University of Maine will form a Strategic Implementation Committee to establish action items and benchmarks for each of the recommendations in the plan. The Strategic Implementation Committee will commence work no later than Fall of 2006. This Committee will hold regular public fora and use other means to solicit input in the implementation process.
- B. **Accountability.** The President of the University of Maine will assign responsibility for implementation and oversight of the Strategic Plan.
- C. **Communication.** Each September, beginning in 2007, the President will update the University community on progress towards the Plan's recommendations in a public meeting and in a web-based document.

Organization of this document

This draft Strategic Plan consists of:

- **Introduction/Executive Summary including Mission Statement**
- **Strategic Goals and Recommendations**
- **Appendix 1: Report of the Task Force on Graduate Research and Education**
- **Appendix 2: Fogler Library Strategic Plan**
- **Appendix 3: Distance Education Strategic Plan (pending)**
- **Appendix 4: Strategic Implementation Plan for Enhancement of Research, Scholarship and Creative Activity, University Research Council, December 9, 2005**

Strategic Goals

Strategic Goal 1: The University of Maine will be a first choice institution for highly qualified and diverse students, employees, and faculty.

The University of Maine has many high quality educational, scholarly, and research programs. The University provides unique opportunities based on its location, history, people, and programs. The University will pursue two strategies to attract and retain highly qualified and diverse students, employees, and faculty. First, we will invest more in promoting our institution's offerings to potential students, employees, and faculty from Maine, the nation, and the world. Second, we will grow and strengthen our University strategically. The entire University community must make a concerted effort to unlock the potential within the University.

Recommendations

1.1. UMaine – Create Strong Colleges with Strong Connections.

- 1.1.1. Increase research opportunities for undergraduate students, drawing on our strengths as a research university and the generational connections between graduate and undergraduate students, and provide incentives for faculty mentoring of these experiences.
- 1.1.2. Increase the number and visibility of interdisciplinary opportunities for both undergraduate and graduate students. Develop new programs that maximize existing strengths and potential collaborations. Highlight current programs to attract quality, motivated students.
- 1.1.3. Increase the number and visibility of signature programs (i.e., examples of excellence) in academic units. Emphasize opportunities and possibilities unique to the University of Maine.
- 1.1.4. Foster collaborative agreements between academic units and high schools and community colleges that will increase the visibility of our programs while creating connections between potential students and our campus.
- 1.1.5. Explore opportunities to collaborate with, and draw upon the expertise of, scholars and researchers in the University of Maine System in order to expand opportunities for graduate education.

1.2. UMaine – Create an Outstanding Place for Outstanding Students.

- 1.2.1. Explore innovative approaches for recruiting the highest potential Maine students while supporting the System's initiative for the development of diverse campus environments.
- 1.2.2. Provide incentives, recognition, and support to faculty who are striving to initiate innovative approaches to teaching and learning, and assess the effectiveness of these strategies so that successful innovation is rewarded.
- 1.2.3. Foster vertical integration by encouraging mentoring relationships between and among undergraduates, graduate students, staff, and faculty.
- 1.2.4. Improve opportunities for outstanding high school students to access University courses via web-based, ITV, and on-campus experiences so that academically advanced Maine students form connections with the UMaine faculty and campus as they begin their college experience.
- 1.2.5. Promote access to campus for middle and high school students through camps and programs that foster a sense of familiarity with the University of Maine.
- 1.2.6. Create opportunities for undergraduate and graduate students to advocate for the University of Maine to potential students and supporters throughout the state and beyond.
- 1.2.7. Maintain access by remaining affordable.

1.3. UMaine – A World Class Educational Experience

- 1.3.1. Attract and retain highly qualified and diverse research and teaching faculty.
- 1.3.2. Attract and retain highly qualified and diverse employees who provide student centered and effective learning experiences and services.

1.4 UMaine – Educate the State, the Nation, and the World.

- 1.4.1. Build relationships with the Maine Legislature by increasing opportunities for legislators to engage with students both on-campus and in Augusta.
- 1.4.2. Promote the graduate mission to the general public at a level consistent with the other central missions of the University (i.e., undergraduate education, research, and scholarship).
- 1.4.3. Promote UMaine programs that are privileged by the University's historically and geographically unique location and Maine's quality of

life. Programs that are enhanced by Maine's location and traditions can successfully compete nationally for students. It is important for Maine to highlight opportunities to potential graduate and undergraduate students, as well as to prospective faculty members.

- 1.4.4. Emphasize the global nature of undergraduate education by increasing opportunities for our students to interact with international students here at UMaine and abroad.
- 1.4.5. Enhance capacity to offer undergraduate and graduate education via distance technologies.
- 1.4.6. Develop mechanisms for increasing the funds brought into the University through grants and contracts so that more funds are available to support graduate education.
- 1.4.7. Increase graduate enrollment in a manner to take advantage of the University's strengths and underutilized potentials and recognize faculty contributions to graduate teaching and advising. Increase strong doctoral programs to capacity. Increase the capacity of critical professional programs.

Strategic Goal 2: The University of Maine's policies and organizational culture will sustain an engaged and supportive learning community characterized by transparency, efficiency, and accountability.¹

Transparency, efficiency, and accountability are essential to the creation and maintenance of an effective framework for decision-making, resource allocation, and prioritization. A prominent feature of an effective organizational structure is fairness; the operation of the system must be clear, reward must accompany merit, and policies must reflect not only the mission of the University but respect for the contributions of each member of the University community.

Areas to be addressed in evaluation include but are not limited to success in realizing the mission of the unit, responsiveness, respect for partners, accessibility, integration, coordination, resource partnership, efficiency, and engagement. Explore the reasons for excellence as well as lack of achievement where it exists, identifying strengths, weaknesses, opportunities, and trends. In each instance, ask if there are clear criteria, evenly applied. In each instance, ask members to identify their own preferences and needs, and encourage individuals to arrange responsibilities within the unit according to those preferences and needs when

¹ Extensive portions from Robert C. Dickeson, 1999, *Prioritizing Academic Programs and Services, Reallocating Resources to Achieve Strategic Balance*. San Francisco: Jossey-Bass.

possible.

This goal refers to every area of the University.

Recommendations

Institutionalize the following recommendations, i.e. assign responsibility to the position most appropriately responsible to the action, with accountability for evaluation as an intrinsic part of the function.

2.1. Accountability. Units and programs will develop appropriate evaluation processes.

- 2.1.1. Establish clear criteria for assessment and evaluation of each entity's function.
- 2.1.2. Establish processes within each unit or program that will ensure regular evaluation that clearly identifies successes, problems, and appropriate actions. Evaluation processes must be in accord with the mission of the University, the University strategic plan, and the University of Maine System strategic plan.

Evaluations should be broad and may include criteria such as:

- History, development, and expectations
- External demand
- Internal demand
- Quality of inputs and processes
- Quality of outcomes
- Size, scope, and productivity
- Revenue and other resources
- Costs and other expenses
- Impact, justification, and overall essentiality
- Opportunity analysis (what opportunities exist because of this program?)

2.2. Peer Review (faculty). Tenure & Promotion guidelines should support the mission of the University. The process and procedures for review of faculty are ongoing and essential to the effective function of an academic institution. Transparency and fairness in the review process, clarity and currency of criteria, and readily accessible information are all elements that enhance individual and institutional performance. To maximize positive outcomes, the University of

Maine will develop best possible procedures, which might include more feedback to faculty, attention to student outcomes, greater clarity as well as rigor of criteria, and publication of all units' peer review criteria.

2.3. Service. Performance of service above and beyond the teaching, staff, administrative, or student role is expected in an academic institution. Rotating committees of volunteers perform many essential functions of governance within the University setting. Appropriate institutional recognition of service is essential to the health of the University.

2.3.1. Encourage faculty, staff, and student engagement outside the classroom and off campus to improve learning and connection with the broader university community through practice and discovery.

2.4. Development (staff). Staff development opportunities benefit the institution while ensuring a more highly trained staff; and benefit individual employees by enhancing their career aspirations, self-confidence, and skills, thus contributing to better morale. As an educational institution, UMaine is uniquely able to ensure that staff development opportunities are available, even when funding is limited, by encouraging creativity in developing a variety of approaches to addressing staff development needs. The two goals of staff development that should be addressed concurrently relate to meeting established priorities and standards of the institution while meeting the interests and needs of the individual employee.

2.5. Resource management. The University will manage the institution's physical resources, whether financial, land, buildings, byways, equipment, or energy, to enhance the best use of all that the University has to offer, and to promote the sustainability of the institution. Public trust relies upon ethical and efficient use of resources and open access to information.

Strategic Goal 3. The University of Maine will strengthen its essential partnership with, and accountability to, the communities and people of Maine by ensuring that UMaine is an institution that meets their educational, social, cultural, and economic needs and aspirations.

The University of Maine fulfills a unique role for the State of Maine as the land-grant and sea-grant university, and as the only institution in the state charged with a full range of academic offerings, from undergraduate through graduate, professional, and extension education. To be most effective in meeting the University's responsibility to Maine and Maine's citizens, our policies, procedures,

standards, and culture will encourage maximum interaction with the people and organizations in the state, and create ways of ensuring their direct and ongoing participation in the affairs of the University. A stronger partnership with the communities and people of Maine will evolve through ongoing and sustained opportunities for communication and sharing of ideas, dreams, perspectives, and expertise.

Recommendations

3.1. Increase state-wide access to higher education through the University of Maine, as an essential contribution to the State's economic and social well-being.

- 3.1.1. Identify barriers that limit effective use of the campus by individuals and groups.
- 3.1.2. Explore opportunities to fund increased access to the University of Maine for Maine students and communities.
- 3.1.3. Publicize the availability of scholarship assistance so that those who need it most are aware of its existence.

3.2. Strengthen the community's participation in the planning processes of the university with the assistance of units and departments at the University and strategic constituencies in the State.

3.3. Utilize and develop the UMaine campus in ways that honor and reflect the values, culture, and heritage of the place and the institution.

3.4. Strengthen the partnership between the University of Maine, the Maine Community College System, and K-12 education in the state.

3.5. Lead in developing partnerships with other UMS campuses.

- 3.5.1. Make maximum use of facilities, faculties, and resources throughout the state.
- 3.5.2. Identify those areas in which faculty at other UMS campuses should be awarded adjunct status at UMaine and provide opportunities for faculty from other UMS campuses to take sabbaticals at the University of Maine.
- 3.5.3. Strengthen the visibility of the Cooperative Extension offices throughout the state, and integrate their educational outreach activities even more closely with staff and faculty on the Orono campus.

- 3.5.4. Explore ways to strengthen the connection between the Law School and the University of Maine.

Strategic Goal 4: The University of Maine will increase its critical role in the economy and well being of the State of Maine.

Within the land-grant tradition, the University provides educational access to individuals with interest in and capacity for higher learning at a level appropriate to the flagship campus. As a land-grant institution, the University also addresses the most pressing needs of society. The University provides leadership, targeted research, and development to the State where issues of economy, quality of life, and policy intersect. UMaine educates citizens who provide the leadership necessary to sustain the economy as it continues to shift from a natural resource/manufacturing base to an economy built increasingly on technology, information, and service. At the same time the University works to ensure the sustainable use of our natural resources. To be a leading 21st century land-grant university, UMaine will continue to develop these services strategically, informed by our unique combination of needs and resources.

Recommendations

4.1. Continue to focus UMaine research on areas critical to the state's economy by: providing support for development of new products and processes; educating skilled personnel; creating high quality job opportunities; and attracting additional investment in research and education from external sources.

4.2. Enhance the University of Maine's research mission as called for by the UMS Strategic Plan; this will require new, significant, and sustained investments. We call on the State of Maine to make significant, sustained, and long-term investments in research and development as a cornerstone of a long-term strategy to ensure Maine's future economic vitality.²

4.2. Identify more potential niche programs for the University through greater interdisciplinary coordination and pursue new programs to prepare students for professional positions.

4.3. Strengthen the partnership between the University of Maine and Maine

² University Research Council, December 9, 2005, Strategic Implementation Plan for Enhancement of Research, Scholarship and Creative Activity.

employers and workers. Support businesses in their efforts to provide professional development opportunities to employees, through accessible course offerings, for either degree or non-degree programs.

4.4. Strengthen the leadership capacity of all students.

Strategic Goal 5: The University of Maine will expand its role in the creation of new knowledge through research, scholarship, and the arts.

A vibrant intellectual community requires a process of continuous discovery and renewal for all members of the campus.

Recommendations

5.1. Increase discovery at the University of Maine as measured by indicators of achievement such as exhibitions, performances, and scholarship that receive recognition in regional, national, and international spheres.

5.2. Enhance the breadth and participation in the University of Maine's interdisciplinary research and teaching activities as mechanisms for creating a more collaborative environment for the campus as well as a means of identifying new areas of emerging research activity.

5.3. Increase support of the strong central library necessary for successful research and scholarship. Fogler Library will be a well-funded research library providing the collections (both purchased and created) and services needed to meet the needs of the UMaine community, the System, and the State. Fogler Library will be recognized as the research library and as the Science, Technology, Business Library for the State.

Strategic Goal 6. The University of Maine will increase public and private support for the institution.

The University of Maine is the research and cultural center of the state of Maine, and a valuable contributor to national and international discovery and advancement. The University of Maine fosters relationships with local and global communities and businesses. The University creates service opportunities for student engagement with the surrounding community. UMaine will increase these relationships and opportunities.

Recommendations

- 6.1. Encourage service-learning and volunteer opportunities for students in the University's surrounding community. This will enhance practical learning and increase the civic engagement of UMaine through its students.
- 6.2. Increase private business support for the University of Maine, for instance through internships and service-learning opportunities and by working with the business incubator program at the University of Maine.
- 6.3. Increase Legislative support for the University of Maine, through student interaction with legislators and by publicizing the University's contribution to the State's economy.

Strategic Goal 7. The University of Maine will develop a comprehensive informational and promotional strategy to publicize the excellence of the institution.

The University of Maine will continue to focus and clarify the identity of the institution and the institution's distinctive place in the state's educational landscape through effective marketing. The University of Maine will become better known and more highly regarded among those it serves. To promote such a positive image, the institution must make a deliberate effort to understand where, why, and how the qualities and position of the University may be better understood among its key constituents. The University will consciously develop and market its strengths.

Recommendations

- 7.1. Align University of Maine activities with System Strategic Goal 9: *"Develop a coordinated and collaborative approach to university advancement and advocacy to improve the appeal, reputation, financial resources, identity, and constituent support for Maine's public universities."*
- 7.2. Support the President's Comprehensive Campaign.
- 7.3. Comprehensively address the complex marketing challenges of the University's many diverse constituencies.

Strategic Goal 8. The University of Maine will excel among peer institutions in quality of life measures.

Quality of Life refers to an overall sense of well-being and a supportive environment, whether applied to an individual or to a community. All members of the University of Maine community contribute to the success of the University as a whole. The conditions under which we live and work will promote and sustain excellence for the environment of the institution.

The University of Maine will maintain a higher education community based on the core values of access, communication, transparency, accountability, and collaboration.

The University of Maine is committed to supporting

- The productivity and efficiency of community members.
- Satisfaction with the work, study, social, and living environment.
- A sense of safety of community members.
- The use of University facilities and resources, including physical plant, web site, human resources, library, etc., by campus and community members.
- The systematic reduction of social, cultural, physical, and economic barriers to participation in campus life.
- Diversity in its broadest sense.

Recommendations

8.1. Build a welcoming, inclusive, engaged community.

8.1.1. Provide increased access to University facilities and resources and increased community involvement using the principles of Universal Design.

8.1.2. Create a sense of the new, exciting, participatory, and unique on the UMaine campus to enhance the spirit and identity of UMaine, from arts to agriculture, in and out of the classroom.

8.2. Promote and develop leadership training opportunities for all members of the UMaine community. Leadership activities require time and meaningful rewards or recognition.

8.3. Create opportunities for achievement and advancement by all UMaine community members.

8.4. Educate the community to value diversity among students, faculty, and staff.

8.5. Improve applications of technology to campus life and communication.

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