



Strategic Plan Assessment

The Blue Sky Plan
2012 - 2017

September 27, 2017

Susan J. Hunter, *President*

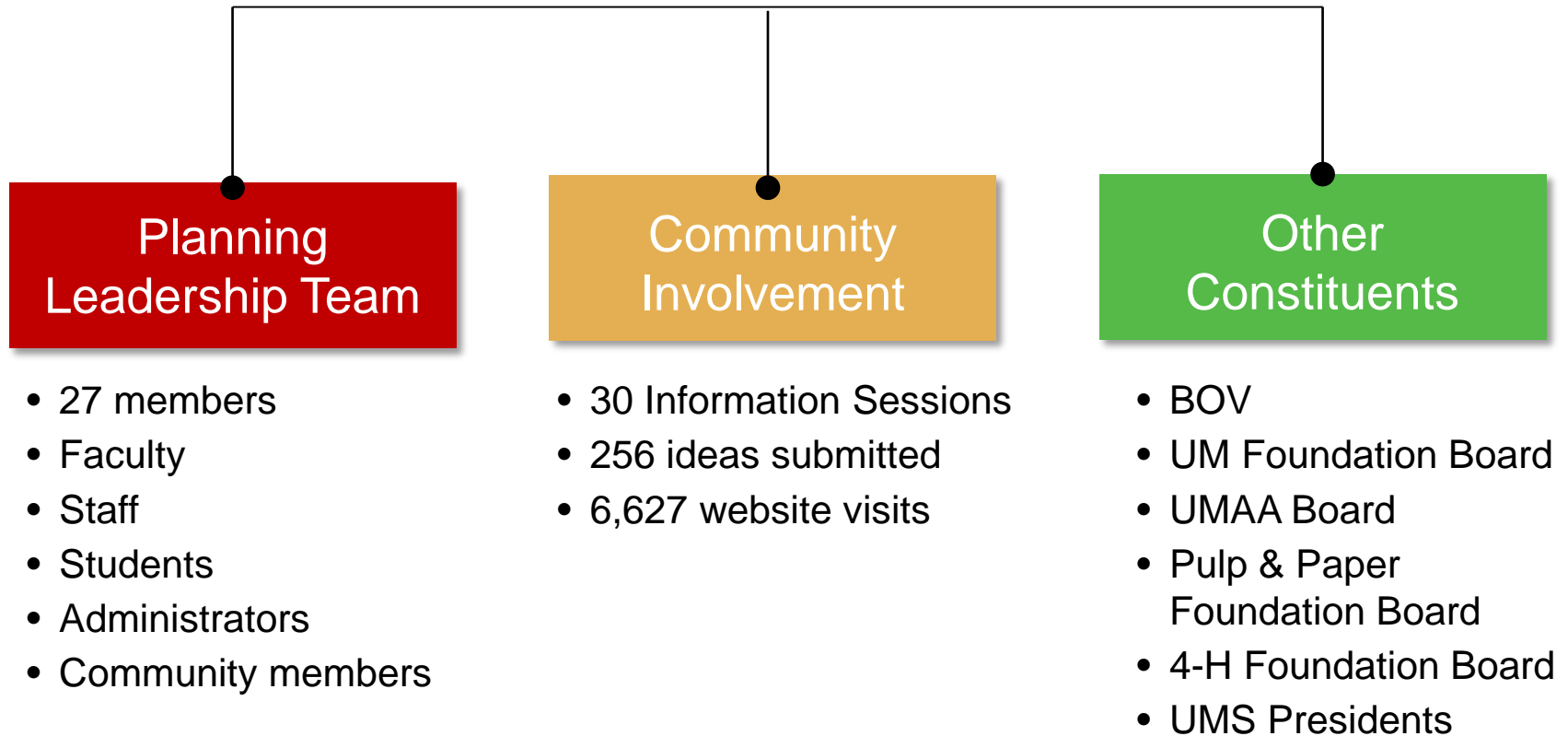
Jeffrey E. Hecker, *Executive VP for Academic Affairs & Provost*



Brief History

Created 2011-2012 Academic Year

Process





The Blue Sky Plan

• 5 Pathways

1.

Serving Our State: Catalyzing Maine's Revitalization

2.

Securing Our Future: Ensuring Financial Sustainability

3.

Embracing a Culture of Excellence: Promoting Spirit of Community and Collaboration

4.

Transforming Lives: Strengthening the UMaine Undergraduate and Graduate Experience

5.

Restoring the Dream: Renewing Pride and Stewardship of Place





Presidential Transition

I will focus my efforts in three major areas. The first is continued implementation of the initiatives defined by the Blue Sky Strategic Plan.

... it became the new operating model of the institution. Strategic plans often end up on the bookshelf, but not this one...

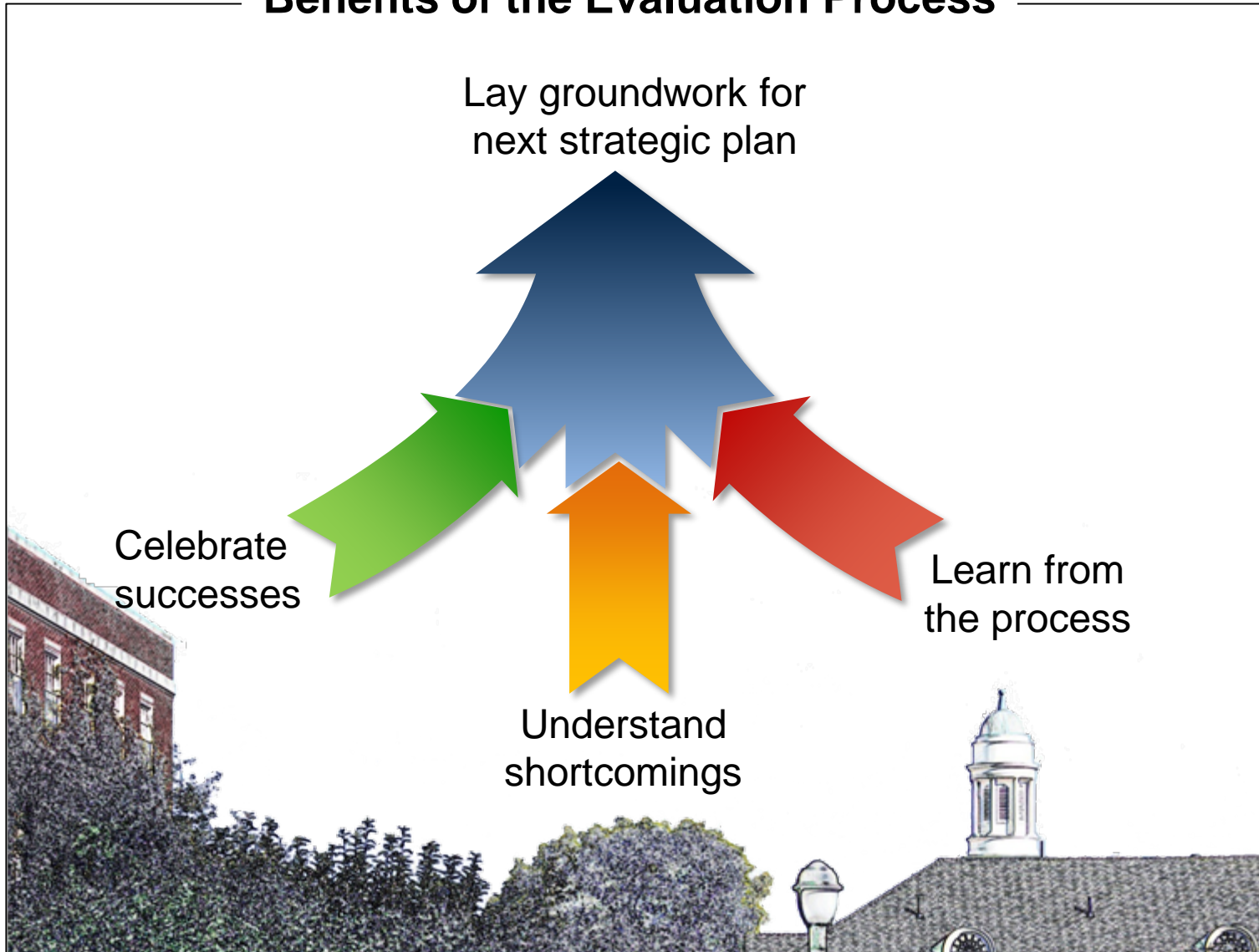
- Susan Hunter, July 2014



Why?



Benefits of the Evaluation Process



Steering Committee



Chair Jeffrey Hecker, Provost

Co-Chair Michael Scott, Faculty Senate President

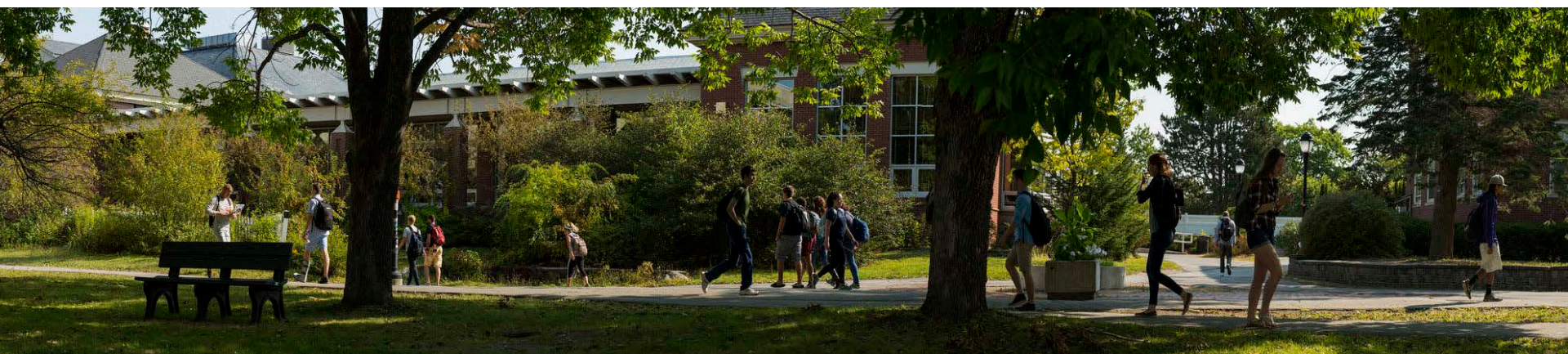
Members Jake Ward, VP for Innovation & Economic Development

Jeffrey Mills, President, University of Maine Foundation

Monique LaRocque, Associate Provost for Lifelong Learning

Kenda Scheele, Assistant VP for Student Life & Sr. Associate
Dean of Students

Stewart Harvey, Executive Director, Facilities & Capital
Management Services





Pathway 1

Serving our State

Jake Ward (Chair), VP for Innovation & Economic Development
Ivan Manev, Dean, Maine Business School
Todd Gabe, Professor, School of Economics
Jason Bolton, Associate Extension Professor
Jason Charland, Director of Grant Development
Heather Leslie, Director of Darling Marine Center
Philip Hamilton, BOV Member

Pathway 2

Securing our Future

Jeffrey Mills (Chair), President, University of Maine Foundation
Claire Strickland, Chief Business Officer
Dana Humphrey, Dean, College of Engineering
Grant Miles, Associate Professor of Management
Jonathan Rubin, Professor of Economics, Director Margaret Chase Smith Policy Center
Sarah Doheny, Director of Student Financial Aid
Nate Briggs, BOV Member

Pathway 3

Embracing a Culture of Excellence

Monique LaRocque (Chair), Associate Provost for Lifelong Learning
Tim Reagan, Dean, College of Education & Human Development
Larry Lewellen, VP for Human Resources
Cindy Isenhour, Assistant Professor of Anthropology
Darren Ranco, Chair, Native American Programs
Lynn Coutts, Sr Assoc Director of Athletics
Kathy Olmstead, BOV Member

Pathway 4

Transforming Lives

Kenda Scheele (Chair), Assistant VP for Student Life & Senior Associate Dean of Students
Emily Haddad, Dean, College of Liberal Arts & Sciences
Mary Mahoney O'Neil, Associate Dean, College of Education & Human Development
Farahad Dastoor, Lecturer in Biological Sciences
Elizabeth Allan, Professor of Higher Education
Silverio "Ace" Barrera, Jr., Associate Director for Events, Office of Undergraduate Admissions
Owen McCarthy, BOV Member

Pathway 5

Restoring the Dream

Stewart Harvey (Chair), Executive Director, Facilities & Capital Management Services
Fred Servello, Dean, College of Natural Sciences, Forestry & Agriculture
Jeff St. John, Senior Associate Provost for Academic Affairs
Heather Hamlin, Assistant Professor of Aquaculture
Patti Miles, Associate Professor of Management
Tim O'Neil, BOV Member

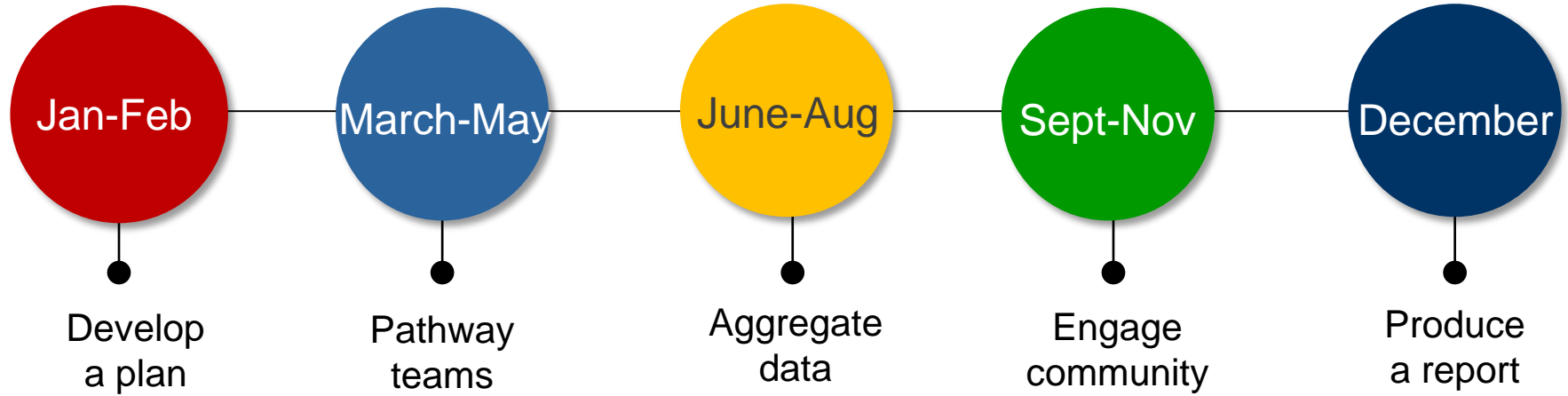
Guiding Principles

- Engage UMaine community
- Mine existing data





2017 Timeline





The Approach

The Task

5 pathways

↳ 43 Initiatives

↳ 40 Strategies

The Approach

Focus on initiatives

Why?

- Pathways are broad
- Strategies not intended to be exhaustive
- Some strategies altered as context changed and opportunities developed

Pathway

What actions were taken in support of the initiatives?

What are relevant outcomes?



Pathway Initiatives & Accomplishments

1.

Serving Our State: Catalyzing Maine's Revitalization

- Enhance our impact on economic and social fabric of Maine
- Continue to match and more closely align UMaine research strengths
- Align technology and educational programs with Maine's economic development needs
- Reaffirm and integrate the core goals of a liberal arts education in community/culture with innovation and economic development
- Prepare UMaine graduates for Maine's future workplace needs
- Increase commercialization and number of small businesses developed as a result of technology spin-offs
- Enhance UMaine organizational support for promoting regional economic impact
- Use our resources to highlight Maine's rich cultural heritage, and relate arts and humanities better to economic development
- Continue to increase support for signature strength areas
- Identify, promote and invest in key emerging growth areas



Pathway Initiatives & Accomplishments

1.

Serving Our State: Catalyzing Maine's Revitalization

- Enhance UMaine organizational support for promoting regional economic impact
 - Elevated leadership of Office of Innovation and Economic Development to cabinet level vice president position
 - Created University of Maine Research Foundation
- Use our resources to highlight Maine's rich cultural heritage, and relate arts and humanities better to economic development
 - Secured private gifts to create the McGillicuddy Humanities Center
- Continue to increase support for signature and emerging strength areas
 - Identified UMaine's signature and emerging areas through transparent engaged process
 - Reallocated funds to create 22 faculty lines in signature and emerging areas



2.

Securing our Future: Ensuring Financial Sustainability

- Establish a new administrative unit under a new Vice President centered on enrollment management
- Improve student retention rates by 5%, and four- and six-year graduation rates by 10%
- Work to reduce administrative overhead costs per student full-time equivalent
- Increase total income from UMaine research and development initiatives
- Increase sales and service revenue
- Create a strong culture of philanthropy
- Grow the percent of private and capital gifts as a percent of total revenues
- Improve alignment and strategic effort of advancement partners
- Prepare for a new and bold comprehensive campaign



Pathway Initiatives & Accomplishments

2.

Securing our Future: Ensuring Financial Sustainability

- Establish a new administrative unit under a new Vice President centered on enrollment management
 - Recruited largest entering first year class in UMaine's history in 2016 and again in 2017
- Improve student retention rates by 5%, and four- and six-year graduation rates by 10%
 - Launched Think 30 initiative resulting in 6% increase in number of students entering their second year with 30 or more credit hours
 - Four-year graduation rate improved 7%
- Increase sales and service revenue
 - Improve alignment and strategic effort of advancement partners
 - Development Office merged with University of Maine Foundation
 - Major fundraising partners now sharing Advance donor database
- Prepare for a new and bold comprehensive campaign
 - Campaign feasibility study completed. Public phase of campaign to be launched in October 2017



3.

Embracing a Culture of Excellence: Promoting Spirit, Community and Collaboration

- Strive for 100% brand awareness of UMaine quality and impact in the state of Maine
- Harness the goodwill, time and talents of our alumni
- Strengthen the organization for, and reaffirm the campus engagement with, Athletics
- Encourage and value diversity through our uniquely diverse community members
- Create and sustain a continuous culture of community engagement



Pathway Initiatives & Accomplishments

3.

Embracing a Culture of Excellence: Promoting Spirit, Community and Collaboration

- Strive for 100% brand awareness of UMaine quality and impact in the state of Maine
 - Created Brand Standards and Branding Tool Kit to facilitate branding
 - Created Communicators Network
- Create and sustain a continuous culture of community engagement
 - Carnegie classification renewed in 2015
 - Created the Flagship Internship program
 - Created the Engaged Black Bear initiative
 - Enhanced community service programs (e.g., Day of Service)
 - Created Coordinator of Community Engagement position



Pathway Initiatives & Accomplishments

4.

Transforming Lives: Strengthening the UMaine Undergraduate and Graduate Student Experience

- Prioritize and support programs to increase student success and job placement
- Make international and/or cross-cultural opportunities central to the undergraduate experience
- Establish outcome-based, campus wide assessment of academic programs
- Improve and adapt the General Education curriculum
- Increase the number of externally funded undergraduate students involved in research
- Continue to develop the unique quality of the Honors College
- Explore new opportunities to enhance the residential life experience
- Enhance e-learning quality
- Increase the number of graduate students funded by assistantships and fellowships
- Develop graduate certificate programs



Pathway Initiatives & Accomplishments

4.

Transforming Lives: Strengthening the UMaine Undergraduate and Graduate Student Experience

- Establish outcome-based, campus wide assessment of academic programs
 - Created the Office of Assessment. Director has worked with every academic department on plans for evaluating student learning outcomes
- Increase the number of externally funded undergraduate students involved in research
 - Created the Center for Undergraduate Research (CUGR)
 - Through CUGR have increased funding for undergraduates in research
- Continue to develop the unique quality of the Honors College
 - Converted faculty lines from non-tenure to tenure-track
 - Created new tenure-track faculty position
- Enhance e-learning quality
- Increase the number of graduate students funded by assistantships and fellowships
 - Added six centrally funded graduate assistantships



Pathway Initiatives & Accomplishments

5.

Restoring the Dream: Renewing Pride and Stewardship of Place

- Revitalize the brick-and-mortar infrastructure critical to fulfilling UMaine's flagship mission
- Continue to build annual budgeted investments to fully fund appropriate levels of maintenance and renewal in campus upbeat and beautification
- Employ progressive capital construction delivery methods
- Develop a long-term plan to restore and use buildings effectively in the campus historic district
- Adopt and implement a five-year information technology plan
- Continue to implement sustainable initiatives to meet University's Climate Commitment



Pathway Initiatives & Accomplishments

5.

Restoring the Dream: Renewing Pride and Stewardship of Place

- Revitalize the brick-and-mortar infrastructure critical to fulfilling UMaine's flagship mission
 - Created the Cassidy Capital Markets Training Lab
 - Completed redesign and renovation of Marketplace
 - Created sustainable process for identifying and prioritizing Paint & Polish projects
- Develop a long-term plan to restore and use buildings effectively
- Continue to implement sustainable initiatives to meet University's Climate Commitment
 - Created President's Council on Sustainability
 - Established UMaine Zero-Waste Committee



Fall Campus Conversations

Bangor Room, Memorial Union
9 am – 10 am

2017 OCTOBER						
SUN	MON	TUE	WED	THU	FRI	SAT
1	2	3	4 1.	5	6	7
8	9	10	11 3.	12	13	14
15	16	17	18	19 2.	20	21
22	23	24	25 4.	26	27	28
29	30	31				

2017 NOVEMBER						
SUN	MON	TUE	WED	THU	FRI	SAT
			1	2	3	4
5	6	7	8 5.	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

Oct. 4 Pathway 1 Serving our State
Jake Ward, Chair

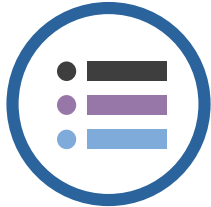
Oct. 11 Pathway 3 Embracing a Culture of Excellence
Monique LaRocque, Chair

Oct. 19 Pathway 2 Securing our Future
Jeff Mills, Chair

Oct. 25 Pathway 4 Transforming Lives
Kenda Scheele, Chair

Nov. 8 Pathway 5 Restoring the Dream
Stewart Harvey, Chair

Format for Forums



Prior to Forum

- List of Initiatives and Accomplishments
- www.umaine.edu/president



At the Forum

- Review Initiatives and Accomplishments
- Discussion / Questions
 - What else has been accomplished related to this Pathway?
 - Are these initiatives still relevant?
 - Considering the Pathway's broad goals, how else might this work be advanced?



After the Forum

- Web-based input available
- Recording available



Fall Campus Conversations

Bangor Room, Memorial Union
9 am – 10 am

2017 OCTOBER						
SUN	MON	TUE	WED	THU	FRI	SAT
1	2	3	4 1.	5	6	7
8	9	10	11 3.	12	13	14
15	16	17	18	19 2.	20	21
22	23	24	25 4.	26	27	28
29	30	31				

2017 NOVEMBER						
SUN	MON	TUE	WED	THU	FRI	SAT
			1	2	3	4
5	6	7	8 5.	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

Oct. 4 Pathway 1 Serving our State
Jake Ward, Chair

Oct. 11 Pathway 3 Embracing a Culture of Excellence
Monique LaRocque, Chair

Oct. 19 Pathway 2 Securing our Future
Jeff Mills, Chair

Oct. 25 Pathway 4 Transforming Lives
Kenda Scheele, Chair

Nov. 8 Pathway 5 Restoring the Dream
Stewart Harvey, Chair