



The Blue Sky Project

Reaffirming Public Higher Education
at Maine's Flagship University



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UMaine for a **Renewed** Maine

The Blue Sky Project:
Reaffirming Public Higher Education
at Maine's Flagship University

The Blue Sky Vision

The University of Maine aspires to be the most distinctively student-centered and community-engaged of the American Research Universities.*

Building on our distinctive foundation of innovative teaching and research, we are committed to a dynamic culture that integrates world-class teaching, inquiry and outreach to build a prosperous future for Maine's citizens. We will invest in signature programs of excellence to foster superb academic and research programs, build strong communities on our campus and with our external partners, grow healthy economies, and fulfill our mission of responsible public leadership. We will realize our vision through bold, interdisciplinary risk-taking, coupled with pragmatic problem solving.

It is in changing that things find purpose.

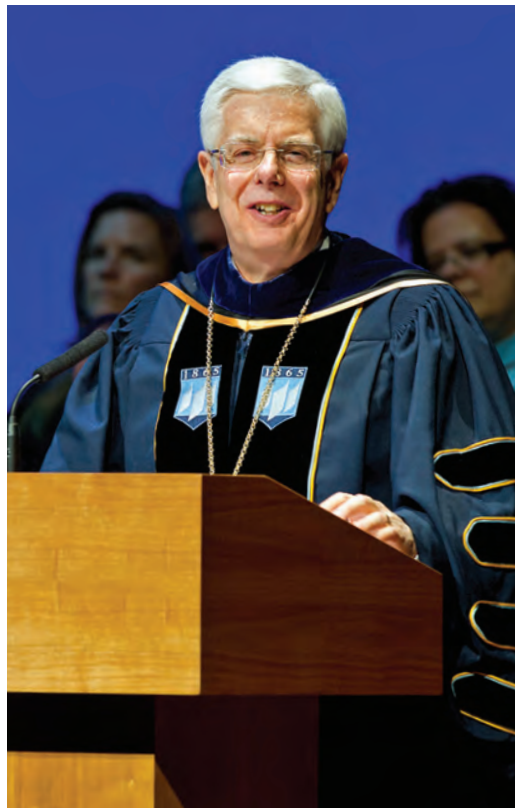
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*The University of Maine is included in The Top American Research Universities by The Center for Measuring University Performance at Arizona State University. Listed institutions are compared by their rank on nine different indicators: Total Research, Federal Research, Endowment Assets, Annual Giving, National Academy Members, Faculty Awards, Doctorates Granted, Postdoctoral Appointees and Undergraduate Achievement (SAT/ACT range, National Merit Scholars).



I would suggest that the public research university has drifted, in part, away from maintaining the visible, interconnected partnership with the public sector. In turn, the state and federal governments, as well as many citizens, have lost sight of the critical role that the public research university has in preparing their children for successful careers, for enhancing the quality of life, for spurring imagination through the arts and humanities, for creating new knowledge to fuel new technologies and businesses, and for continuing to partner with the State to promote ongoing economic development. I am not here to defend the status quo. I am here to defend this University's importance to the State of Maine and to re-emphasize the **public good** inherent in the mission of the **public** research university. I ask all to join me during our 150th anniversary in recommitting to the inherent, **mutually beneficial partnership** between the citizens of Maine and *their* University.

President Paul W. Ferguson, Inaugural Address
April 19, 2012





Chapter 1

We Are the University of Maine

When they proposed a new model of public higher education, Justin Morrill and Abraham Lincoln envisioned land-grant universities as the people's universities. Since 1862, universities like the University of Maine have been expected to serve their states by bringing the fruits of research, teaching and service directly to their communities. Today, public research universities must revive this original mission and align it with the needs of the 21st century. As the Kellogg Commission stresses, we must "build on our legacy of responsiveness and relevance." Public research universities are catalysts of economic and workforce development, cultural enrichment and lifelong learning. They are anchor institutions that meet the needs of citizens and communities by fostering partnerships and addressing pressing challenges together. The University of Maine must demonstrate leadership that is adaptive, engaged and creative.

The University of Maine: A Contemporary Catalyst for Change

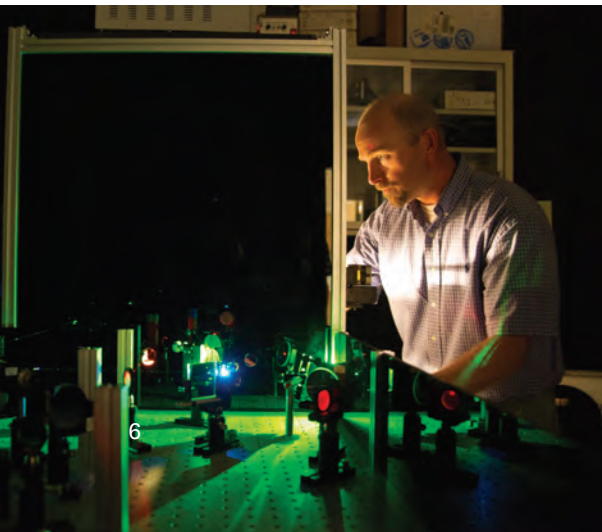
The 'State' We're In

As the state's land- and sea-grant university, the University of Maine is committed to reaffirming its leadership role as flagship. Our state faces unprecedented challenges. In 2011, Maine had the lowest rate of income growth (3.4%) in the country, compared to the national average of 5.1%. As presented in *Making Maine Work*, Maine's primary economic challenges are directly related to per capita income, an aging population (Maine has the highest median age of any state; by 2030 citizens over 65 will comprise 25% of Maine's population), costs of remaining competitive in the areas of health insurance (Maine's health care costs are 24% higher than the national average), energy (Maine's electric rates are 60% higher than the national average), taxes, regulations and transportation (25% of Maine's roads are rated as poor or mediocre). Maine must also address the challenge to increase productivity through educated and trained workers (Maine currently is 45th in the nation in average earnings per worker). These acute economic issues are coupled with more widespread concerns, such as climate change and the competitive impact of globalization, that require the state's attention.



Due to the recent history of declining revenues in Maine, state appropriations to the University of Maine have also declined. Since 1999, the relative percentage of the University of Maine's base budget from state appropriations has been reduced by 21% (63% to 41%), resulting in a commensurate increase in the percentage of overall revenue from tuition and fees (37%–59%). This trend at all institutions of higher education in Maine has contributed significantly to the rising costs of higher education for Maine's citizens. According to "College Access and Persistence in Maine," college costs as a percentage of personal income have grown by 10% since 2000 and pose a continuing challenge to college access and student debt (The Project on Student Debt's 6th Annual Report listed Maine second in the nation for highest average student debt load for graduates from four-year colleges). Although high school graduation and first-year college persistence rates in Maine are above the national average, the average six-year graduation rate for Maine's public four-year universities (51%) is below the national average, and Maine adults earn proportionally fewer college degrees than their peers in other New England states. Although the University of Maine's six-year graduation rate is currently at 61% (the highest in UMaine's history), and 10% above its state and national peers, this graduation rate must improve as a measure of academic excellence.

Maine must address achieving fiscal stability through new economic development and governmental efficiencies, maintaining environmental balance by preserving yet developing our unparalleled natural resources, and providing long-term opportunities for the health, welfare and prosperity of Maine citizens. In turn, the University of Maine must also navigate a direction to ensure campus fiscal sustainability through renewed entrepreneurship and philanthropy, and through its teaching, research and outreach, creatively contribute to the renewal of the state.



To achieve this, the University of Maine needs:

- a better model of fiscal sustainability
- better alignment of academic programs, research and service with Maine's economic development, workforce and human resource needs
- better student recruitment, scholarship and retention programs
- better campus incentives and enrichment programs for staff and faculty
- better communication strategies
- better support for the arts and humanities
- better support for professional development and support of graduate students
- a better commitment to campus stewardship and beautification

The Blue Sky Plan is designed to focus attention on, and develop strategies to address, these improvements. The spectrum of these initial Blue Sky strategies encompasses both general and specific targets, many with initial metrics and some with metrics yet to be determined. However, the directions and priorities for action are clear.

Forging Sustainable Change

We see blue skies ahead, but we know we have our work cut out for us.

True to our state's motto — *Dirigo* — the University of Maine will lead Maine to a bolder and brighter future. The University of Maine is redefining what it means to be the people's university. This plan introduces a model for reaffirming and revitalizing public higher education, not just for Maine but for the nation and world. We will set the standard for the engaged, student-centered, public research university of the 21st century.



Our vision is:

Bold. We are not afraid to identify the challenges and propose pathways to solve them. Using innovation to identify Maine's needs, our plan will marshal our resources to create big solutions for big problems.

Integrative. We foster interdisciplinary collaboration on real-world problems and envision interdependent linkages across research, teaching and service.

Pragmatic. We prioritize key areas of distinction and build on strengths, assets and opportunities to ensure an efficient, fiscally sound campus operation.

Responsive. We build on input from hundreds of people who want to see the University of Maine realize its capacity to serve Maine.

Visionary. We cast the University of Maine as a global model for creating partnerships with communities to transform Maine.

Real change for Maine requires real change at the University of Maine — change that builds on our areas of distinction and revitalizes our mission as a public research university. Peter Vigue, Chairman and CEO of Cianbro and a champion for Maine, affirmed the value of change in addressing the reason for his company's success in difficult times: *The answer is simple — it is all about our people. It is about their willingness to embrace change, take nothing for granted and recognize that our future is what we make it. Our primary focus is to develop sustainable strategies that provide our people and, in turn, our company, with growth opportunities.*

In the past decade, we've had tremendous success, and a few growing pains, on the road to becoming a major research university. Our aspiration — to become the country's most intentionally *engaged*, student-centered, public research university — requires a transformation in our culture, infrastructure, communications and resource allocation. We must be deliberate and nimble in redefining our role and setting strategic priorities.

Together, we *can* get there from here. We are the University of Maine. We are the University *for* Maine.





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UMaine Selected Points of Interest, Pride and Impact



- **UMaine is Maine's only federally designated land-grant and sea-grant institution.**
- **UMaine is one of the top 100 public universities nationwide for research**, with recent annual research expenditures of more than \$100 million (National Science Foundation), a large majority of which was federal funding. Sectors of the university leading in generating external support are advanced materials, marine sciences, climate change, environmental and sustainability studies, forestry and precision manufacturing.
- **UMaine is ranked in Tier 1 of America's Top National Universities**, the only university in Maine to be so ranked (*U.S. News and World Report*, 2012), and ranked in the top 8% of colleges and universities nationwide to be classified by the Carnegie Foundation for the Advancement of Teaching as a "Research University-High Research Activity" institution.
- **UMaine offers Maine's most comprehensive academic experience**, with more than 90 undergraduate majors and programs, 75 master's programs and 30 doctoral programs. It is Maine's primary Ph.D.-granting institution.
- **UMaine faculty and staff members across all academic disciplines produced more than 5,518 scholarly outputs in FY 2011.** These include scholarly journal articles, books, book chapters, technical reports and presentations.
- **Fogler Library is Maine's largest library**, with more than 5.2 million holdings, and the official repository for many state and federal documents and papers.

- **The UMaine Honors College is one of the oldest programs in the country.** Over 1,300 students have graduated from Honors at UMaine since it was founded in 1937, including a Nobel Laureate, MacArthur Fellow and Pulitzer Prize winner.
- **With 211 faculty and 2,742 students, the UMaine College of Liberal Arts and Sciences offers Maine's most comprehensive liberal arts experience.** Coupled with the Collins Center for the Arts, the Museum of Art and the Hudson Museum, UMaine is a major cultural hub of Maine.
- **UMaine is home to the Foster Center for Student Innovation and is the birthplace of Innovation Engineering.** These unique programs encourage student entrepreneurship.
- **Since its inception in 1958, 242 students have taken part in UMaine's Congressional Internship Program** in Washington D.C.
- **UMaine has won two NCAA Division I National Championships** in men's ice hockey, and made 18 NCAA and 11 Frozen Four appearances.
- **UMaine day-to-day operations, student and visitor spending contribute \$780.9 million in total output to the Maine economy** and support 9,951 full- and part-time jobs, providing \$338 million in income to Maine workers. Every \$1 invested by the state in UMaine is associated with \$8 in total statewide economic activity.



Guiding Principles and Areas of Distinction

As Maine's flagship campus of the University of Maine System's (UMS) seven campuses, the University of Maine annually awards the most degrees (40% of the total), enrolls the most students (40% of the total FTE), has the largest annual budget (47% of the total), and has the largest grant and contract expenditures (62% of the total) within the UMS. In this role, UMaine takes seriously its responsibility to lead by example with the clear charge to align our resources with the state's needs:

- Educate more people and make sure they have the skills necessary to meet the needs of Maine's businesses.
- Drive innovation to support entrepreneurship, serve the public and support businesses through regional economic development efforts that help them thrive in the global economy.
- Expand the role of community and cultural centers to enhance the quality of life in Maine, and promote an engaged and insightful citizenry.

At UMaine, we are uniquely positioned to meet these needs.

The things that define Maine define us.

We stand at the heart of a state where land meets sea, where the United States meets Canada, where Native American, Franco-American and European cultures come together. In fact, UMaine is now a singular place that is a leader in diversity for the state. Approximately 10 percent of our students represent a variety of ethnic and cultural groups from 44 U.S. states and 84 countries, making our campus one of Maine's most diverse communities. UMaine's quality of people distinguishes us. We're real and we make things real. In true Maine fashion, we are resourceful, hardworking and determined. And at the end of the day, we get great things done with a remarkable record of success.

That boots-on-the-ground work ethic has guided us for nearly 150 years. We respond to the needs of our state, our communities, our people and our industries



because that's the Maine way. We look out for our own. And in looking out for our own, we have developed and refined programs of excellence that set the standard, not only in Maine, but around the world.

As a university, we have evolved five guiding principles. Each principle says something important about who we are and our responsibility to the people of Maine.

Innovation • Interdisciplinarity and Inclusivity • Sustainability • Stewardship • Renewability

Innovation means we never stop developing new ways to solve new problems. We stay sharp, current and focused. We're led by the wisdom and experience of our most senior scholars in tandem with the energy and fresh perspectives of the newest generation of thinkers and doers.

Interdisciplinarity and Inclusivity means economists and historians help biologists become better teachers. It means that Arctic explorers and urban sociologists have more in common than anyone would ever guess. It means that we can learn and do more together than on our own. Working across structural and cultural barriers is one of the greatest challenges higher education faces. We're raising the bar on how to do this best.

Sustainability means we're balancing economic, social and ecological needs to advance a healthy, prosperous Maine. We're creating solutions that work for people, not the other way around. We're joining forces with communities to make what is good better and make what is best available to everyone. And we're responsible with the taxpayer dollars entrusted to us.

Stewardship means we're protecting our natural resources and honoring our cultural heritage while moving today's Maine into tomorrow's world. It means we're



growing local economies while preserving local traditions and local pride. And it means that a public university has a public mission and a public purpose: to lead the way to a new Maine.

Renewability means we're using a single tree to strengthen a forest and a single tidal pool to strengthen an ocean. It means we have a public responsibility to foster a responsible public. It means that we don't throw things away. We reuse, we refashion, we repurpose and we help our fellow Mainers do the same.

Primary Areas of Distinction of the University of Maine

Moving forward means building on past successes and investing in our areas of distinction.

The Environment

Understanding, Managing and Preserving Natural Resources

From the College of Engineering to the College of Natural Sciences, Forestry, and Agriculture, to the Maine Agricultural and Forest Experiment Station to Cooperative Extension, we are a shining star in the world of environmental and sustainability research, teaching and service. UMaine has one of the highest concentrations of faculty in environment and sustainability research of any campus in the country. This work includes signature programs in all of our colleges and nearly a dozen of our research centers. Our Climate Change Institute is a global leader in research and graduate education, integrating transformational field, laboratory and modeling activities to understand the physical, chemical, biological and social components of past and present climate systems, and to predict future changes in climate and their impacts. The Sustainability Solutions Initiative enjoys partnerships throughout Maine and uses interdisciplinary research to forge pathways for balancing our state's critical economic, social, cultural and ecological needs. In partnership with the National Science







Foundation, we are a national leader in advancing climate and sustainability studies. UMaine has national reputations for environmental history and sustainable art. Our campus is among the greenest in the country. In fact, the University of Maine was named one of the top scorers in the annual Princeton Review's Guide to 322 Green Colleges: 2012 Edition, and was one of only 16 profiled institutions named to its "Green Honor Roll" for receiving energy-efficiency and sustainability ratings of 99 — the highest possible score.

Energy

Understanding and Producing Diverse Sources of Energy

Our world-class work in renewable energy brings together faculty, staff and students from diverse disciplines and unexpected corners of campus. We conduct transformational research in forest bioproducts, offshore wind, tidal energy, solar power, thermal energy and energy management — research that combines our trademark expertise in engineering with prominent scholarship in the social and environmental sciences. Our economists inform national policy on alternative fuels. We are effective in turning "energy ingenuity" into creative delivery of outreach and service across our state and region. And through our ongoing participation in the DeepCwind Consortium with state, federal and private partners, UMaine is a leader in the research and development of deepwater offshore wind energy. We are proud of our many innovative achievements in this area.

Community and Culture

Understanding and Developing Quality of Place and People

Our work in community and culture celebrates our rich heritage while bringing the world to Maine and Maine to the world. We promote thriving, inclusive and diverse communities on and off campus. With vibrant resources in the visual arts, performing arts, and folklife and lore, along with broad

scholarship in the humanities, UMaine is a cultural hub of Maine. Our research expertise in this arena encourages dialogue about Maine's history and values, and promotes understanding of where we are headed. We cultivate an active and conscientious community on campus. For many, this place becomes a home away from home. In and out of the classroom, students are engaged to be thought leaders and productive citizens, and to make a difference in the world. The student life experience at UMaine is expected to be second to none, and our students learn and live in a diverse, enriched and safe environment where they are provided an extensive array of relevant programs and a comprehensive program of student support services. In turn, our students and faculty from the United States and around the world energize and enrich communities statewide with bright, new ideas through interdisciplinary and policy centers. UMaine is a dynamic partner with the people of Maine in improving economic conditions and promoting quality of life through health, welfare and independence, and with such resources as the Center for Community Inclusion and Disability Studies, and the Maine Center on Aging. And we are an international leader in innovation engineering, devising new ways to conceptualize, communicate and commercialize new ideas for economic development and entrepreneurial action that can enhance our quality of people and place.

Educating Leaders for Today and Tomorrow

Our approximately 105,000 alumni are presidents, CFOs, CIOs, directors, managers, partners and analysts in corporate, financial and public sector arenas from Maine to California and from England to Russia. The University of Maine has established an enviable record of educating outstanding students who graduate to become leaders in all walks of life. The University of Maine is proud of its notable alumni who have succeeded in arts and entertainment, such as Lawrence Bender, Academy Award-winning producer of *An Inconvenient Truth*, *Pulp Fiction*, *Good Will Hunting*; Bettina Boxall, Pulitzer Prize-winner; Donald Holder, Tony Award-winning



lighting designer of *The Lion King* and *South Pacific*; Matt Kenney, celebrity chef; and Stephen King, best-selling author; in business and commerce, such as Francis Crowe, chief construction superintendent for the Hoover Dam; Raymond H. Fogler, former president of the W.T. Grant Co., and Montgomery Ward Co.; and Doug Hall, renowned inventor and marketing guru; in government service and politics, such as John Baldacci, former governor of Maine; Adm. (Ret.) Gregory Johnson, former chief of naval operations, 6th Fleet; Paul LePage, current governor of Maine; and Olympia J. Snowe, United States Senator; in health and biomedical sciences, such as Peter Brooks, renowned cancer researcher, and Bernard Lown, Nobel Peace Prize-winner.

In Maine alone, home to 55,000 alumni, UMaine graduates have currently been elected to nearly 20% of seats in the State Legislature and have assumed leadership positions, including governor, several Senate and House committee chairs, and Senate and House minority leaders. UMaine graduates have also assumed senior management positions at more than 50 major firms and companies, such as Eaton Peabody, Gorham Savings Bank, Garrard, Texas Instruments, Sappi, Kewware Technologies, Wright Express, First Bancorp, Cianbro Corporation, UNUM, Camden National Bank, Dead River Real Estate, MaineHealth, Competitive Energy Services, Bangor Savings Bank, Bank of America, The Jackson Laboratory, Woodard & Curran, and Peoples United Bank.

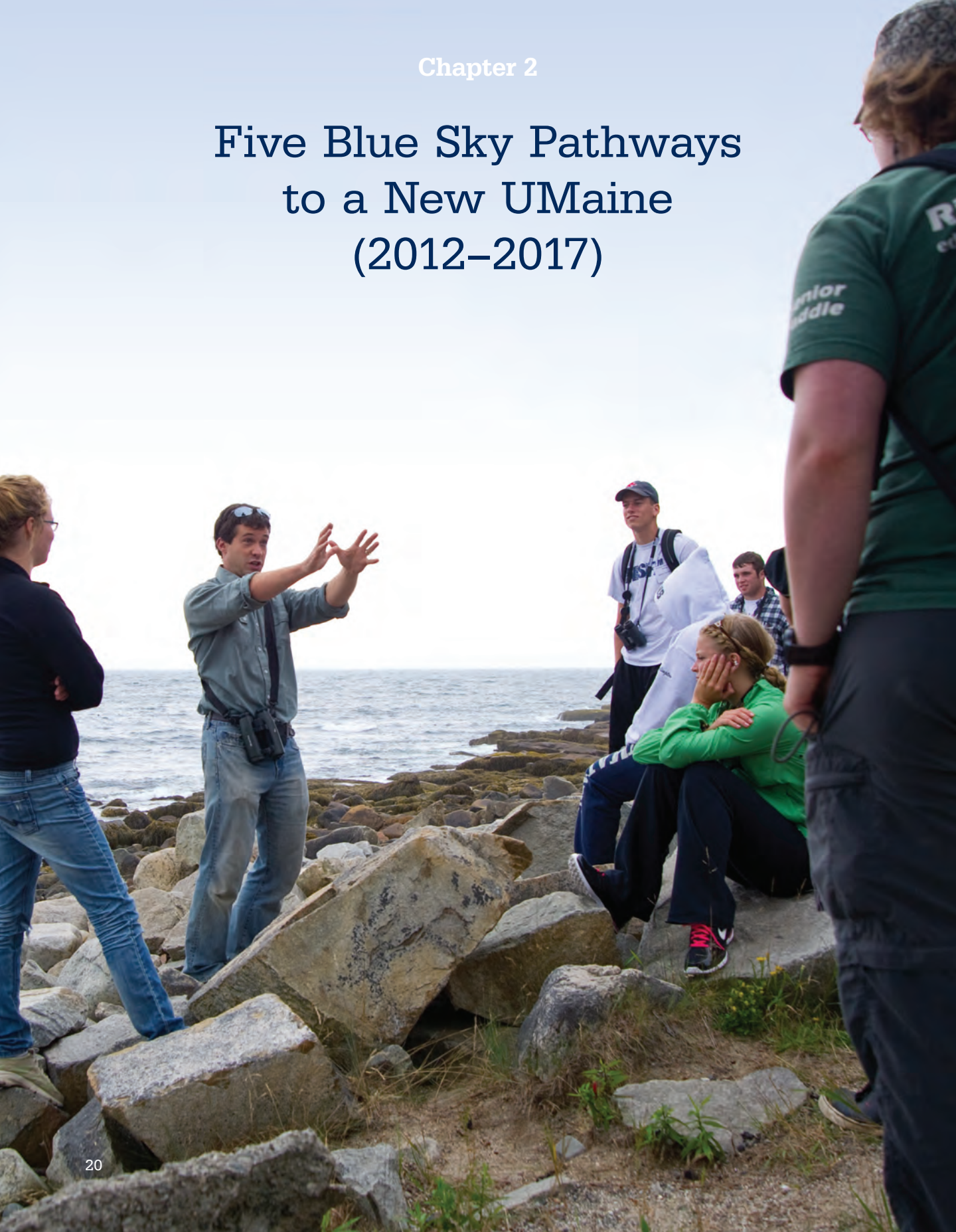
Current programs at the University of Maine, such as the Peter T. Madigan Congressional Internship Program associated with the Department of Political Science; the Margaret Chase Smith Policy Center's Maine NEW Leadership Program and Maine State Government Summer Intern Program; the Wade Center for Student Leadership; the Bodwell Center for Service and Volunteerism; various honor societies, sororities and fraternities associated with the Division of Student Affairs; the Honors College; and the Student Portfolio Investment Fund Program (SPIFFY) associated with the Maine Business School, are examples of highly impacting opportunities for promoting student leadership at the University of Maine.





Chapter 2

Five Blue Sky Pathways to a New UMaine (2012–2017)



PATHWAY

1.

Serving Our State: Catalyzing Maine's Revitalization

The University of Maine will align its innovation, entrepreneurship and community outreach with the priority economic and cultural needs of Maine. Our interconnected research, teaching and service mission will be a primary engine that drives Maine's future. Our research enterprise will increase UMaine's stature and footprint, and expand "use-inspired research." We will focus on targeted growth in arenas promising returns on investment that will ultimately benefit all of our constituencies.

Following this Pathway will ensure that UMaine is a more responsive, adaptive and powerful partner, and will enable critical growth in areas such as business development, sustainable energy development and entrepreneurship, addressing Maine's STEM (science, technology, engineering, mathematics) needs, regional research and economic development, P-20 education, and health care and social services. We will promote the state's cultural heritage while affirming the centrality of a liberal arts education at the state's flagship university in providing critical thinking and communication skills to all professions, while enhancing quality of life for Maine's citizens.

Pathway Initiatives

- **Enhance our impact on the economic and social fabric of Maine**, including strengthening existing campus/private sector partnerships, while increasing our total partnerships by 50% by 2017.
- **Continue to match and more closely align UMaine research strengths** with the seven Maine Technology Sectors for Economic Development.



- **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 the 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 the arts and humanities better to economic development.
- **Continue to increase support in signature strength areas,** including engineering, environmental and sustainability studies, renewable energy, alternative fuel research, STEM education and literacy.
- **Identify, promote and invest in key emerging growth areas,** such as biomedical sciences, new media, and the arts and humanities.

PATHWAY

2.

Securing Our Future: Ensuring Financial Sustainability

We will take bold and innovative steps to strengthen our financial position efficiently by increasing operating revenues as an offset to operating expenditures. We will revise our organizational structure to support our academic and research agendas effectively and efficiently. This will require us to redesign and define the optimum business model of higher education for a 21st-century public research university that strategically grows new operating revenues beyond operating expenditures to ensure fiscal sustainability. We will use data-driven decision making and bold leadership to reshape the size and quality of Maine's flagship campus enrollment. We will strive to increase the university base budget to fund new campus initiatives, including strategic faculty hires, with clarity and confidence. We will sculpt the optimal balance of in-state, out-of-state and international students at the graduate and undergraduate levels to foster and sustain the most healthy and vibrant university for Maine. We will encourage colleges and other academic units to cooperatively pursue entrepreneurial avenues toward improving financial sustainability. We will enhance our research capacity and output as measured in the core areas of research expenditures, private foundation funding, intellectual property creation and royalty income, and industry-funded research. We will realign our Advancement partners to conduct friend-raising and fundraising in a more strategic and effective manner. This will achieve new revenues that ensure UMaine's fiscal stability. We will continue to increase transparency and accountability through established benchmarks and metrics.

Following this Pathway will enable UMaine to fund the excellence consistent with our vision for engagement and consistent with the strategic directions of the University of Maine System. This will require a commitment to entrepreneurial approaches in institutional budgeting and decision making, and will build the necessary foundation for future investments in key academic areas, including the hiring of new faculty necessary for maintaining excellent teaching, research and outreach activities at UMaine.



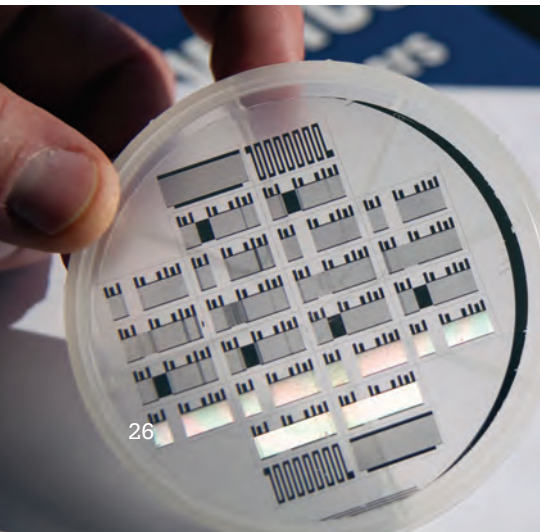
Pathway Initiatives

- **As a significant measure to strengthen net revenue, we will establish a new UMaine administrative unit under a new Vice President centered on enrollment management**, responsible for the development and implementation of a comprehensive “Maine-Sizing the Flagship” Enrollment Management Plan to realistically increase the student body up to 15,000 students by 2017.
 - Use signature programs of excellence to attract top-performing students.
 - Working with the academic deans, develop college-specific but centrally aligned enrollment management plans to increase student enrollment strategically in signature strength programs, emerging strength programs and collateral prerequisite academic programs.
 - Increase enrollment of out-of-state students ranging up to 25%–30%, drawing primarily from New England and international locations.
 - Increase the number of academic partnerships with Maine community colleges to promote college access and affordability.
 - Increase the percentage of graduate students to the range of 25%–30% of the total student population, with strategies to enhance assistantship funding from both public and private sources.
 - Increase the number of strategic partnerships with University of Maine System institutions to address Maine’s human resource and economic development needs, while serving the needs for post-graduate education.



- Review and expand, as appropriate, strategic programming by the Division of Lifelong Learning to adults whose education has been interrupted or postponed due to a range of life events.
- **Improve annual student retention rates by 5%, and four- and six-year graduation rates by 10%** by FY 2017.
- **Work to reduce administrative overhead costs** per student full-time equivalent (FTE) by increasing enrollment, becoming more efficient in delivering educational programs at lower costs and reducing administrative costs.
- **Increase total income from UMaine Research and Development Initiatives.**
 - Increase UMaine research expenditures from \$100 million in FY 2009 to \$125 million by 2017.
 - Increase private foundation research funding from the FY 2010 level of \$750,000 to \$3 million by FY 2017.
 - Grow UMaine intellectual property creation and increase royalty income ten-fold by 2017.
 - Increase industry-funded research projects from \$4.5M to \$9.0M by FY 2017, including revenues and contracts from the Department of Industrial Cooperation and the Office of Research and Sponsored Programs, and gifts from the UMaine Office of Development and the University of Maine Foundation in support of research.

- Review current Indirect Cost Return (ICR) policies to “reinvest” in the research enterprise.
- Review impacts of ICR percent return to units through pilot studies.
- **Increase Sales and Services revenues** from the current level of 5.6% of total revenues to 10% of total operating revenues.
- **Create a strong culture of philanthropy** and instill our students with the expectation that they can give back to UMaine — their time, their money and their networking capacity — after graduation.
- **Grow the percent of private and capital gifts** as a percent of total revenues from the current level of 10% to 15% by 2017.
- **Improve alignment and strategic efforts of the Advancement Partners**, including the Alumni Association, Office of Development, the University of Maine Foundation, the Pulp and Paper Foundation, and the 4-H Foundation.
- **Prepare for a new and bold Comprehensive Campaign** in conjunction with the University of Maine’s 150th anniversary in 2015.





3.

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

We will refresh and reintroduce the unique UMaine brand to our many constituencies on campus and externally across the state, region, nation and world. Our communication and outreach efforts will be thoughtful, strategic and consistent, and we will recruit key constituencies to help us advance our mission and achieve our vision. We will plan with intent to grow a culture of continuous engagement among our campus citizens and community partners. Our teaching and research enterprise will increase its stature and footprint in expanding the boundaries of knowledge, as measured by interdisciplinary collaborations, publication, public dialogue and disciplinary impact. We will continue strategic and creative efforts to hire world-class faculty who further these boundaries and provide the best possible education to future leaders. We will celebrate and materially reward criteria-based achievement among our faculty and staff by increasing resources for professional development, and creating a structured means for providing training and incentive opportunities. Our plan aims to reward excellence and energize our faculty and staff, who are the key to shaping UMaine's future and establishing a high-quality workplace.

Following this Pathway will result in a more engaged and interactive UMaine campus with our constituencies by creating an effective communication infrastructure to build community and streamline best practices. We will also appropriately reward hardworking faculty and staff. Promoting morale will help us to recruit and retain the best and brightest UMaine employees to advance UMaine.



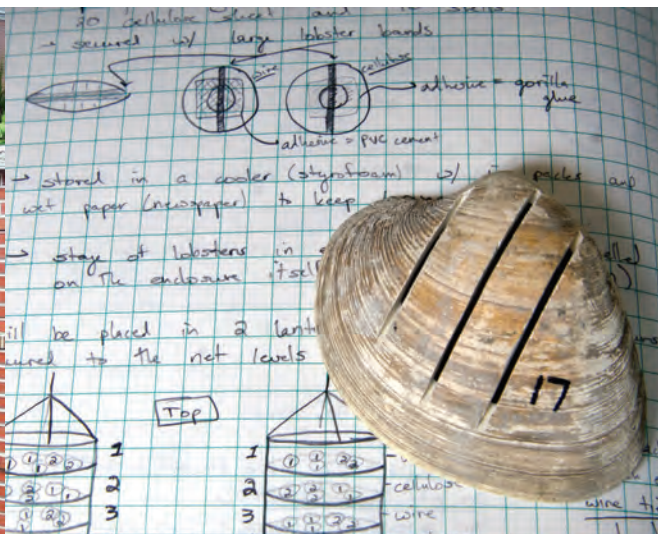
Pathway Initiatives

- **Strive for 100% brand awareness of UMaine** quality and impact in the State of Maine among all constituencies by clarifying our reputation for excellence in research, teaching and public service.
 - Mobilize our own sense of pride through an on-campus awareness campaign.
 - Enhance state, national and international awareness of the UMaine brand.
 - Establish uniform, consistent and high-quality branding of UMaine.
 - Implement strategies to capture and communicate UMaine activities of all constituencies in a timely manner.
- **Harness the goodwill, time and talents of our alumni** through consistent, strategic communication, outreach and engagement efforts, particularly in the areas of increasing student internship and career networking opportunities.
- **Strengthen the organization for, and reaffirm the campus engagement of, Athletics**, promoting our role as the state's only Division I school.
- **Encourage and value diversity through our uniquely diverse community members** by tangible programming of UMaine multicultural groups, including international programs.





- **Create and sustain a continuous culture of community engagement**, consistent with, and as stimulated by, the Blue Sky Project, led by members of the UMaine community through innovative approaches and venues that bring together people from diverse corners of campus to share current projects, best practices and accomplishments.
- **Working through the new leadership of the Department of Human Resources, and with our faculty and staff leadership, effectively and efficiently address:**
 - Our organizational structure to support the academic and research agendas in a more efficient and contemporary manner using incentives to reward college- and unit-based initiatives.
 - Resources for criteria-based professional achievement.
 - Staff professional development with training and incentive opportunities, including pursuit of on-campus educational opportunities.
 - Faculty development opportunities in key growth areas.
 - Reward innovation quickly and effectively.
 - Reward integration of teaching, research and service across the career continuum.
 - Grow a culture of entrepreneurial and collaborative research integrating diverse disciplines across campus.
 - Build corresponding faculty, staff and infrastructure support in those areas through unit-based incentive programs.



PATHWAY

4.

Transforming Lives: Strengthening the UMaine Undergraduate and Graduate Student Experience

We will promote student achievement and success through graduation, career preparation, job placement and cross-cultural enrichment. We will continue to ensure that our students are taught by appropriately qualified faculty and have a productive learning experience in the classroom. We will expand these and similar avenues of opportunity for our undergraduates, with a special emphasis on cutting-edge undergraduate research collaborations with our finest research faculty and graduate students. We will strengthen our signature Honors College, and we will improve the quality and range of student life and learning opportunities, including new resident life strategies. We will enhance the number and quality of Graduate Research Assistantships/Fellowships available for graduate students to enable us to focus on world-class research experiences. The University of Maine will advance an integrative model of excellence for graduate education in the 21st century, and will foster dynamic professional training and development activities through university-wide interdisciplinary research networks.

Following this Pathway will attract top students to UMaine and provide them with stellar support and preparation for careers or further academic achievement. It will reinforce UMaine's academic excellence, expand opportunities for professional success and improve quality of life during their time at UMaine.

Pathway Initiatives

- **Prioritize and support programs to increase student success and job placement.**
 - Develop and implement novel models for learning to prepare graduates for meaningful jobs and for life, including undergraduate research



experience; hands-on, project-based, career-focused learning; internship and co-op experiences; Study Abroad; Innovation Engineering; and interdisciplinary opportunities.

- Align student career preparation with UMaine strengths and Maine's needs to create a campus-based internship program: "Flagship Internships."

- **Make international and/or cross-cultural opportunities central** to the undergraduate experience.
- **Establish outcomes-based, campuswide assessment** of academic programs.
- **Improve and adapt the General Education curriculum** to be most responsive to the intellectual development of UMaine students and best prepare them for future careers in any field.
- **Increase the number of externally funded undergraduate students** involved in research.
- **Continue to develop the unique quality of the Honors College** as an unparalleled "value added" UMaine undergraduate experience.
- **Explore new opportunities to enhance the undergraduate and graduate** student residential life and community experience.
- **Enhance e-learning quality** through curricular innovation, technological advancement and 24/7 support services.
- **Increase the number of graduate students funded** by assistantships and fellowships.
- **Develop Graduate Certificate Programs** that enhance the graduate experience and align with demands of the 21st-century workplace.

PATHWAY

5.

Restoring the Dream: Renewing Pride and Stewardship of Place

We will restore the dream of the land-grant mission by revitalizing the brick-and-mortar and technology infrastructure critical to our flagship campus. We will ensure funding toward ongoing campus improvement and beautification as we renew pride and renew a culture of stewardship at UMaine. Consistent with the goals of our strategic planning, we will review, revise and expand the campus master plan to align the optimum use of historic buildings with the need for new construction in support of the academic, research and outreach mission, including close monitoring of ongoing capital construction projects to ensure on-time and on-budget progress. We will incorporate long-term planning for our off-campus locations. We will build state-of-the-art technology infrastructure for both on- and off-campus use, and we will work to ensure sound site and utility infrastructure.

Following this Pathway will signal that we value our work and our institution with its 368 campus buildings and structures on 8,313 acres at close to \$1 billion in infrastructure and real estate. This will affirm our responsibility to maintaining and preserving our physical environment as a place of learning and discovery.

Pathway Initiatives

- **Revitalize the brick-and-mortar infrastructures critical to fulfilling UMaine's flagship mission** and key to our fiscal stewardship of our facilities to result in increased net capital asset value.
 - Incorporate the Total Cost of Ownership (TCO) approach to our management of UMaine's asset portfolio.
 - Develop an Asset Investment strategy that addresses where, what and how we invest.





- Ensure a comprehensive, aligned and programmatic framework for facilities and asset management.
- **Continue to build annual budgeted investments** to fully fund appropriate levels of maintenance and renewal in campus upkeep and beautification.
- **Employ progressive capital construction delivery methods** that result in reduced overhead, decreased time to delivery and increased asset value, completing capital projects on time and on budget.
- **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** to ensure a robust and leading-edge technology infrastructure that supports the multifaceted mission of the university. Working in collaboration with the University of Maine System, review and implement, as appropriate, primary and strategic initiatives from the university-wide IT Strategic Plan.
- **Continue to implement sustainability initiatives** to meet the established goals of the University of Maine's American College & University President's Climate Commitment.



Summary of the Five Strategic Pathways for Reaffirming Public Higher Education at Maine's Flagship University

- 1. M**aine's Renewal - Ensure UMaine teaching, research, outreach, workforce and economic development program excellence, with close alignment to Maine's priority needs.
- 2. M**oney and Management - Optimize operating efficiencies and control expenditures within a financially sustainable business model, and seek new and entrepreneurial revenue sources.
- 3. M**orale and Marketing - Invest in faculty and staff professional development, refresh the UMaine brand and improve communication among all constituencies.
- 4. M**entoring and Modeling - Promote undergraduate and graduate opportunities for student success, including value-added residential life, research fellowships, internships, effective advising and learning environments.
- 5. M**aster Plan and Maintenance - Restore and create UMaine's physical plant and technology infrastructure to ensure a vibrant place of learning and discovery.

Chapter 3

The Blue-Print: Pathway Strategies (2012–2013)



Strategies

1. Pathway 1 Strategy Serving Our State: Catalyzing Maine's Revitalization

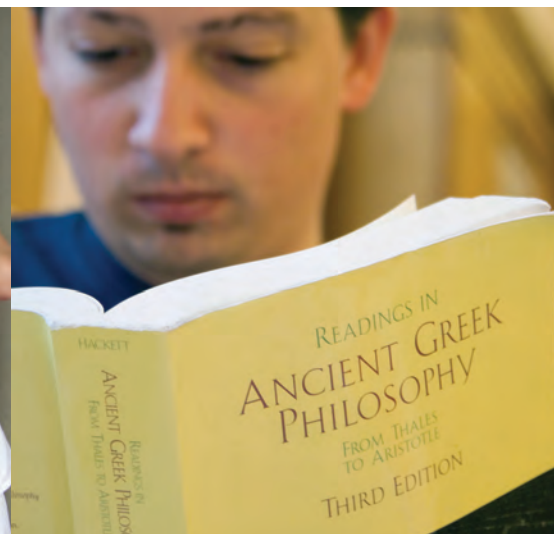
- **Reorganize/restructure relevant UMaine units** such as the Foster Center for Student Innovation and the Department of Industrial Cooperation into a new Division of Innovation and Economic Development by Fall 2012 to increase and support an outreach infrastructure. Restructure the Associate Vice President for Research, Economic Development and Government Relations position into the Vice President for Innovation and Economic Development to lead campus efforts for innovation and economic development more effectively and enhance working relationships with academic units, such as the Maine Business School, School of Economics, Advanced Manufacturing Center and the Pulp and Paper Process Development Center. Initially funded by current budget with current personnel, the new Vice President and staff will develop a comprehensive plan for engagement with state and regional economic development leaders by Spring 2013.
- **Establish the UMaine Humanities Center** through the College of Liberal Arts and Sciences. Stimulus funding provided in Spring 2012 from a three-year, \$300,000 grant from the Presidential Request for Visions of University Excellence (PRE-VUE) Program.
- **Working through the Provost and deans, establish interdisciplinary Faculty Task Groups** to review signature strength and emerging growth areas for priority funding initiatives, to be submitted in Spring 2013.
 - Invest research funding to promote growth in Signature Areas. Programs

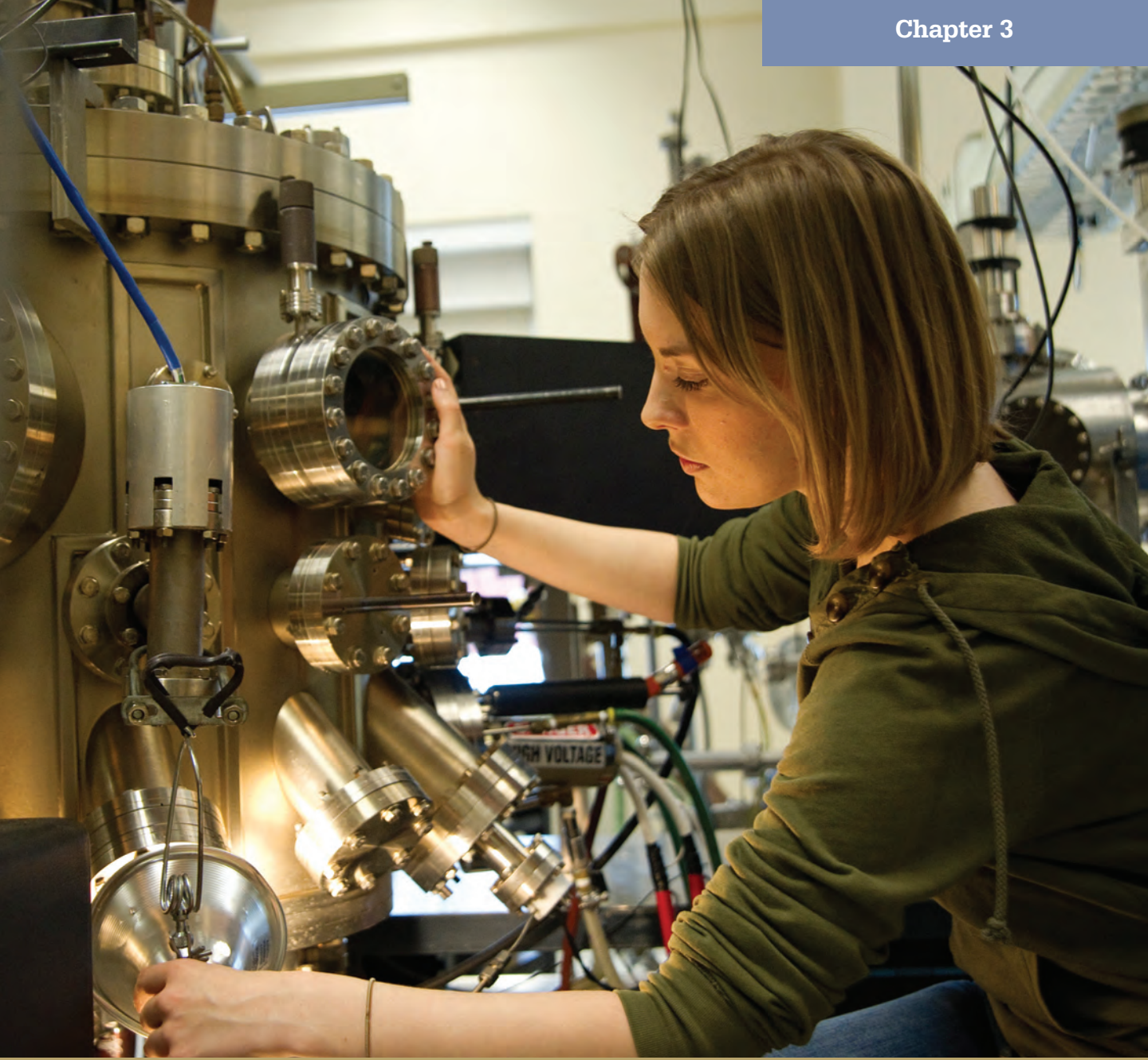
in this category are expected to become world leaders in their fields within five years, become largely self-sufficient, and graduate into sustainability, based on their ability to generate external funding from all sources. Programs are necessarily interdisciplinary and make strategic use of all assets and aspects of the University of Maine.

- New and Emerging Growth Areas represent those programs that may have not yet achieved critical mass or reputation, but have begun to capitalize on an interdisciplinary collaboration; have a track record of success with external support from a variety of sources; and have the integration of the research, teaching and service mission. Targeted investment, often in the form of matching support, helps promote the collaboration and incents the drive to go to the next level. It is anticipated, and history has shown, that these programs grow from the collaboration of individual researchers and research groups across campus.

2. Pathway 2 Strategy Securing Our Future: Ensuring Financial Sustainability

- **Through financial modeling conducted by the Office of the Vice President for Administration and Finance (VPAF), identify appropriate metrics to reflect revenue and expenditure goals** aimed at achieving financial health and sustainability by Spring 2013.
- **To grow net tuition revenue, establish an administrative unit centered on Enrollment Management**, recruiting and hiring a new Vice President for Enrollment Management (VPEM) by July 2012. Funded by Priority Reallocation of \$345,000 to base budget. The VPEM will develop







and implement the new Enrollment Management Plan: “Maine-Sizing the Flagship” by Fall 2012. Working with college deans, the VP EM will develop centrally aligned college enrollment management plans by Spring 2013. The Enrollment Management Plan will address increasing out-of-state student enrollment up to 25%–30% of total student population. The plan will also address new efforts to increase partnerships with Maine Community Colleges to promote ease of transfer and access by streamlining prior learning assessments and potential dual admission agreements. Increase the number of strategic partnerships with UMS institutions as well, particularly as avenues to UMaine graduate education.

- **Increase recruitment efforts to middle and high school students through Cooperative Extension 4-H Programs.** Stimulus funding provided in Spring 2012 from a three-year, \$300,000 PRE-VUE grant.
- **Improve annual student retention by 5% and improve four- and six-year graduation rates by 10%** through such programs as uniform advising that enhance and/or establish a professional advising structure. Stimulus funding provided to the College of Liberal Arts and Sciences in Spring 2012 from a three-year, \$300,000 PRE-VUE grant.
- **The VP EM, VPAF and Office of Institutional Research will collaborate in strategic analysis of financial aid during 2012–2013** to inform the Cabinet and set long-term directions for specific recruitment and retention recommendations related to affordability, access and merit.
- **Reinvest Indirect Cost Return (ICR) dollars into identified faculty needs to enhance research productivity,** including addressing staffing levels in the Office of Sponsored Programs, with a firm plan by Fall 2012. ICR

stimulus funding of \$533,386 provided in Spring 2012 by the UMaine Multiuse Equipment Initiative. Pilot Project initiated in Spring 2012 to discern best practices for return on investment of ICR dollars (40%) with the Climate Change Institute, as measured by increased personnel and external funding.

- **The Provost and VPAF will work to identify an initial set of innovative and cost-effective means** for delivering administrative and academic services by Spring 2013.
- **Review, assess and revise, as necessary, UMaine organizational structures and focus.** The Cabinet will work with deans and faculty to discern optimal and efficient unit organizations and staffing, with initial recommendations anticipated in Spring 2013.
- **Review specific revenue options, with the intent of identifying potential growth areas for sales and services;** operating revenue to reach 10% of total revenue threshold by 2017, to be put in place by FY 2014. Such actions may include facilitating a higher use of the campus in summer and more contemporary athletics marketing best practices.
- **Beginning with the President's Advancement Council (PAC) formed in Spring 2012, affirm newly aligned partnerships** to develop an integrated UMaine Advancement Strategic Plan by Spring 2013 among the Office of Development, University of Maine Foundation, UMaine Alumni Association, the Pulp and Paper Foundation, 4-H Foundation, Division of Marketing and Communications, and the Office of the President. This Plan should address strategies to increase Annual Giving and prepare a basis for





the next Comprehensive Campaign. Additionally, efforts will be increased to establish student scholarships/fellowships, endowed chairs and professorships.

- **Identify a plan for growing the percent of private and capital gifts** as a percent of total UMaine revenues from the current level of 10% to 15% by 2017, and integrate this plan into the annual operating budget.
- **Working through the University of Maine System and the Board of Trustees, develop and implement an appropriate Gift Fee** by Fall 2012 to increase funding for ongoing and future development operations adequately.

3. **Pathway 3 Strategy** **Embracing a Culture of Excellence:** **Promoting Spirit, Community and Collaboration**

- **Review and reorganize the Department of University Relations into the Division of Marketing and Communications by Fall 2012.** Reorganization primarily funded within budget. Develop and implement an integrated marketing campaign by end of Fall 2012 and plan to establish uniform, consistent and high-quality branding of UMaine. To facilitate this process, a Campus Communication Summit will be convened by Fall 2012. Stimulus funding provided in Spring 2012 from a three-year, \$300,000 PRE-VUE grant to enhance Web-based infrastructure and communications. Necessary renovation and equipment funding provided by one-time budget reallocation.

- **The new Division of Marketing and Communications and the Blue Sky Implementation Team will work with the Administration, faculty and staff leadership to create a plan** and process for promoting and enhancing campus engagement by the end of Fall 2012.
- **The Alumni Association and the Division of Marketing and Communications will review and assess** common, optimum, cost-effective communication strategies to all UMaine constituencies with a plan by the end of Fall 2012.
- **Plan and Implement the new UMaine Athletics Engagement Initiative.** The Department of Athletics, the Athletics Advisory Board and the President's Cabinet will work to assess and implement, as appropriate, the March 2012 Report to the President, "Promoting Engagement Among Students, Staff and the General Public in Intercollegiate Athletics at the University of Maine," developed by the Athletic Advisory Board, by Fall 2012 to better engage Black Bear Athletics with the UMaine campus and other constituencies.
- **Create opportunities to foster and support the diversity of UMaine** through improved international student recruitment and enhanced support of Franco-American studies and Native-American studies. By Spring 2013, convene a Task Group, led by the Vice President for Student Affairs and the Provost, to assess Diversity and Academic Excellence at UMaine, with recommendations to the President for enhancement. Stimulus funding provided in Spring 2012 from the President's Discretionary Fund of \$51,000 to the College of Liberal Arts and Sciences and the Franco American Center through 2014.

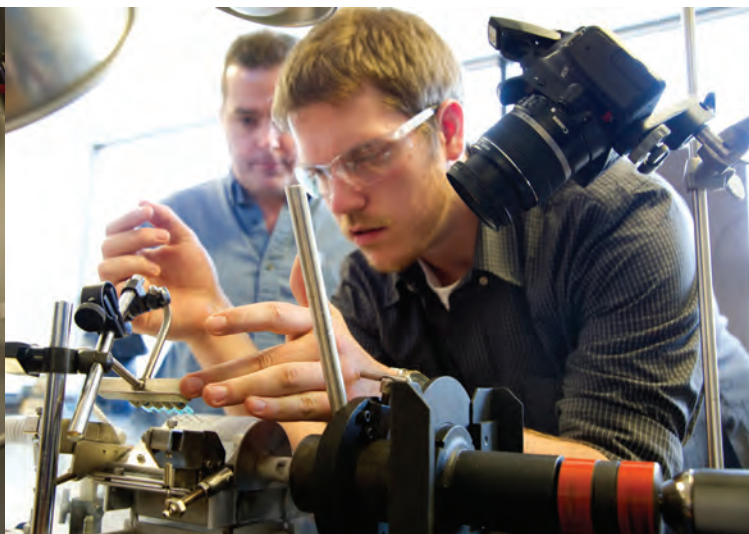
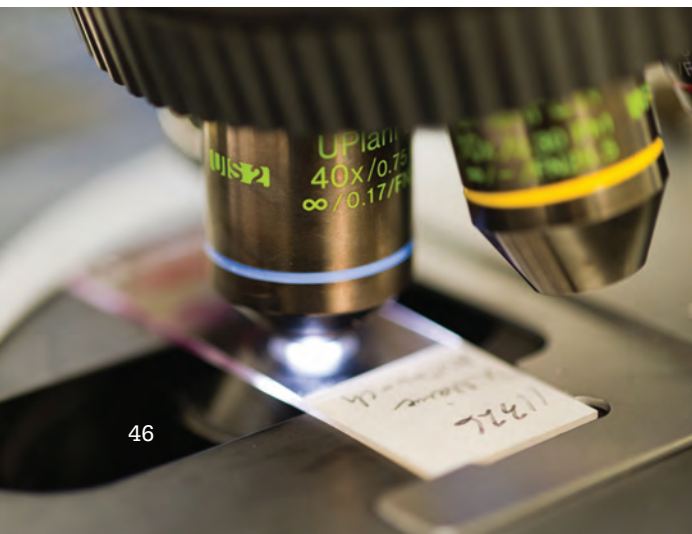


- **Recruit and hire a replacement for the Associate Vice President for Human Resources** by Spring 2012 who will have the background and experience to lead a university-wide renaissance to encourage and support the professional development of faculty and staff. The new AVP will sit on the Cabinet and work with the deans to provide innovative, pre-tenure faculty research opportunities, develop and implement a Faculty Leadership Academy, and create an effective program to review and enhance staff development. The UMaine Professional Development Initiative will be proposed by end of Spring 2013. Stimulus funding for pre-tenure faculty development provided in Spring 2012 from a three-year \$300,000, PRE-VUE grant to the academic deans and their faculty.
- **The Provost will lead a university-wide initiative to create a process to reward innovation** quickly and efficiently, and to reward integration of teaching, research and service across interdisciplinary paths through unit-based incentive programs. A plan will be developed during Fall 2012.



4. **Pathway 4 Strategy** **Transforming Lives: Strengthening the UMaine Undergraduate and Graduate Student Experience**

- **Enhance the undergraduate research experience through the Center for Undergraduate Research (CUGR).** Stimulus funding provided in Spring 2012 from a three-year, \$300,000 PRE-VUE grant to fund greater CUGR staff support and participation by both students and faculty.
- **The Cabinet will continue to explore and develop a Master Plan for Enhancing Student Residential Life** through possible innovative public-private partnerships by end of Spring 2013.
- **Working with the Alumni Association and the new Division of Innovation and Economic Development, prepare a plan by Spring 2013 to optimize the internship and co-op opportunities** for UMaine students, creating the “Flagship Internship Program.”
- **The Provost, working with the Center for Excellence in Teaching and Assessment, deans and faculty, will develop a proposal by the end of Spring 2013 to formalize assessment of student learning outcomes** for university-wide academic programs.
- **The Provost, working with the Council of Deans and the faculty, will review, assess and improve, as necessary, the General Education curriculum** in accord with 21st-century liberal education. This plan should be consistent with best practices, such as advocated by the American Association of Colleges and Universities (AAC&U) Liberal Education and America’s Promise (LEAP) Initiative. A plan of action will be completed by Summer 2013.



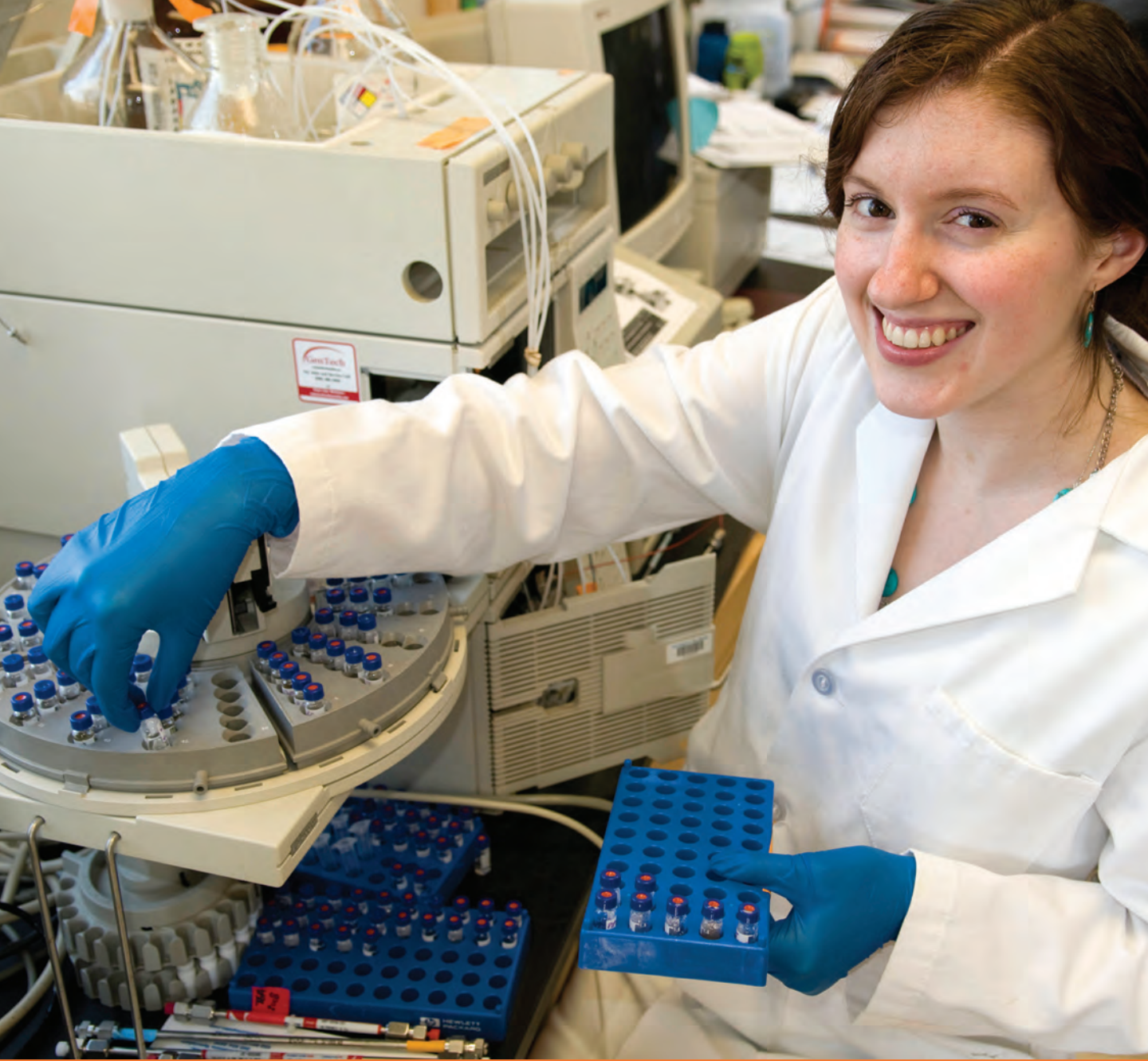
- **Working with the Graduate School and the UMaine Advancement Team, strategically plan to increase the number of funded Graduate Research Assistantships/Fellowships** from 25 to 50. This Plan, prepared by Spring 2013, should require a \$10M endowment goal to fund 25 annual Fellowships of \$25,000 each by 2017.
- **Working with the University of Maine System, the Provost and the faculty will continue to assess best practices for providing e-learning opportunities for UMaine students** and finalize recommendations from the various task forces by end of Fall 2012.

5. Pathway 5 Strategy

Restoring the Dream: Renewing Pride and Stewardship of Place

- **Conduct and develop a comprehensive plan by Summer 2013** to establish short-term and long-term benchmarks to increase net capital asset value.
- **Analyze and identify Total Cost of Ownership annually and determine a Capital Investment Strategy** to include space management and building reinvestments by Summer 2013, to tie this strategy to the annual operating and capital budgeting process.
- **Implement the President's Paint, Plant and Polish Initiative**, funded in Spring 2012 by a \$2.5 million reallocation from energy cost-savings. Renovations and upgrades will be completed by Fall 2012. Update the Paint, Plant and Polish





Initiation Strategies *continued*

Initiative and fund annually at approximately \$400,000 from the newly endowed University of Maine Foundation Hosmer Fund.

- **The Vice President for Administration and Finance will work closely with Facilities Management to explore and identify new capital construction delivery methods** by Summer 2013 and, with respective units, monitor and track projects to ensure on-time and on-budget progress of current major capital construction projects including:
 - Stewart New Media/Art Complex , \$9.5M, to be completed in 2012 (CLAS).
 - Memorial Gym and Field House Renovation, \$14M, to be completed in 2014 (Athletics).
 - Jordan Planetarium and Observatory, \$5.2M, to be completed in 2013 (CLAS.)
 - Forest Bioproducts Research Institute Technology Center, Old Town, \$2.1M, to be completed in 2012 (Engineering)
 - Batting Pavilion, \$454,000, to be completed in 2012 (Athletics)
 - Alford Way, \$370,000, to be completed in 2012 (Athletics)
 - Nutting Hall Energy Improvements, \$3.8M, to be completed in 2012 (NSFA)

- **In order to promote Historic District Renovation, develop a long-term plan to restore** and effectively use buildings in the campus Historic District by Summer 2014. Initially, review and assess roles of Coburn and Carnegie Halls by Summer 2013 to potentially house a newly conceptualized University of Maine Institute for Leadership In Democracy, consisting of discrete and individual Centers of Excellence (Margaret Chase Smith Policy Center, William S. Cohen Center for International Policy and Commerce, School of Policy and International Affairs, Peter Madigan Congressional Internship Program and other pending legislative



centers/archives). A potential capital and programmatic development goal of \$20M for the Institute by 2017 will be addressed through academic strategic planning and philanthropy.

- **Continue to develop comprehensive capital master plans for off-site campus facilities**, modeled after the plan developed with the Hutchinson Center. Complete the master plans for the Margaret Chase Smith Policy Center and the Darling Marine Center, and identify next sites for 2014 by Summer 2013.
- **By end of Fall 2013, develop a 20-year residential housing plan** to revitalize options for UMaine undergraduate and graduate students.
- **A new facilities work order and automated system** will be identified and implemented by 2017.
- **Build incrementally into the budget replacement and refresher plans for equipment, classrooms, labs and technology**, and review progress on an annual basis.
- **By end of Fall 2013, develop an infrastructure upgrade plan for energy and utility infrastructure**, to include the successful completion of renewable energy options for thermal and electrical load, aimed at energy efficiency, low-cost solutions and a reduced carbon footprint.
- **Working with the University of Maine System, implement strategies as identified in the IT Strategic Plan to ensure a secure and robust infrastructure** supporting participation in Gig.U that provides a high level of technology distinction. Additionally, work to leverage the university's expertise in information technology, faculty technology support and New Media to benefit on-line learning providing 24/7 learning options.

Blue Skies Ahead: A Call to Engagement

We have done some big thinking and some bold planning. Our Blue Sky Vision calls us to aspire to be a standard-setting American Research University through creatively engaging our students and communities with innovation. To that end, for the Blue Sky Plan to be successfully implemented, it is obvious that over the next several years the specific implementation strategies will continue to evolve, based upon our early strategic successes and the success of our engagement with the UMaine community.

President Ferguson, the President's Cabinet and the Blue Sky Implementation Leadership Team (a transition group from the Strategic Planning Leadership Team, to be formed in September 2012), will work closely with deans, directors, department chairs, alumni and donors, legislators, faculty, staff, community/business partners and students throughout the UMaine community, state, region and nation to apply greater detail to the Blue Sky Plan by reviewing and revising our fiscal model and organizational structures, investing or reinvesting in our key areas of distinction, meeting new and emerging needs, growing a UMaine culture of excellence, communicating who we are and what we do to our many constituencies and friends, and ensuring accountability to achieve our desired outcomes.

The plan will unfold with strategic leadership, constant innovation and responsible public stewardship driving everything we do. We will regularly assess where we are and where we still need to go, and we will realign, enhance or modify elements of the Plan as needed. Our Blue Sky Implementation Project site, to be accessible through the UMaine homepage and the Office of the President's page, will feature an Annual Blue Sky Implementation Report, based upon our successful growth and goals we have reached or surpassed.

We are the University of Maine. We are the University *for* Maine. And we see Blue Skies Ahead.





Epilogue: Evolution of the Blue Sky Project

In Summer 2011, President Ferguson began his tenure as the 19th President of the University of Maine. Following an intensive period of interactive conversations with the UMaine community across Maine, the President began to craft a planning process. From his “First Impressions Tour,” the President began to propose a planning process that was to be characterized as inclusive, substantive and innovative to produce a bold yet pragmatic plan for the future of UMaine:

The University of Maine is about to embark upon a critically important planning process of defining vision and action that will provide much-needed direction for the next decade. This process will be characterized as one of inclusivity, dialogue and strategic problem solving, coupled to fiscal realities and challenges. Although grounded in a pragmatic approach, it is my hope that our vision will be bold.

President Paul W. Ferguson, Fall 2011



The President, in consultation with the Cabinet, initiated the following timetable for planning:

UMaine Strategic Planning Process and Timeline

Date	Events/Activities
July-October 2011	Focused Presidential Communication Tour with Diverse Constituencies
July 2011	UMaine Board of Visitors Summer Meeting — Introduction of Planning Process
August 2011	Finalize Major Presidential Goals and Objectives (2011–2012) for University of Maine System Chancellor and Board of Trustees
August-September 2011	Pre-Planning Process with President and Margaret Chase Smith Policy Center (MCSPC)
September 2011	Finalize Planning Process from Discussions with MCSPC and Cabinet
September-October 2011	Select and Appoint Strategic Planning Leadership Team
October 2011	Community Conversation with the President <ul style="list-style-type: none"> - First Impressions, Challenges Ahead - Lay the Foundation/Initiate Planning - Introduce Leadership Team - Introduce PRE-VUE Program
October 29, 2011	Board of Visitors Fall Meeting: Review of Planning Process
November 2011-April, 2012	Planning Process with Campus Constituencies
April 2012	Draft Plan Completed for Initial Review; Presidential Inauguration
May 2012	Constituency Review of Plan/Finalize the Blue Sky Plan

The Strategic Planning Leadership Team, representing a cross-section of campus thought leaders from each of the major UMaine constituencies, will work closely with the Cabinet, the University of Maine Board of Visitors and the Margaret Chase Smith Policy Center under the leadership of Dr. Linda Silka. Dr. Silka, widely respected for her skill and commitment to community engagement, served as the primary facilitator of the planning process.

The planning process emerged as the Blue Sky Project, and with good reason. A blue sky symbolizes clarity, opportunity and hope. Blue sky ideas are necessary when the difficult problems require “thinking outside of the box.” Blue is the color of Maine and the University of Maine. It is also the color of success, which the campus became committed to achieving, together, through creative thought and action. Ultimately, the Blue Sky Project was designed to collect input to answer three major questions: (1) clearly identify the current strengths of and challenges facing UMaine (Who are we today?); (2) determine the right vision and opportunities for UMaine (Where do we want to be in five to seven years?); and (3) establish clear strategies to achieve a new vision (How do we practically achieve our vision with a financially sustainable model?).

From November 2011 to April 2012, the Strategic Planning Leadership Team met weekly to conceive, plan and implement an insightful and thoughtful process to ensure substantive constituent inclusivity and communication through Information Gathering Sessions and Web-based communications. As a result of the process, approximately 450 individuals participated in one or more of 30 Information Gathering Sessions. Information Gathering Sessions were held on topics including University Sustainability; Academic Programs; Research; Innovation and Economic Development; UMaine Students and Parents; Community Engagement; Graduate Education; Infrastructure; Undergraduate





Education; Marketing; Arts, Humanities and Culture; and Student Life. One-page Blue Sky Ideas were submitted by 256 contributors.

Review and analysis of the Blue Sky Ideas contributed to the ultimate development of the five Pathways to a New UMaine and topically were distributed accordingly: Pathway 1. Serving Our State: Catalyzing Maine's Revitalization (20% of total submissions); Pathway 2. Securing Our Future: Ensuring Financial Sustainability (7% of total submissions); Pathway 3. Embracing a Culture of Excellence: Promoting Spirit, Community and Collaboration (23% of total submissions); Pathway 4. Transforming Lives: Strengthening the Undergraduate and Student Experience (43% of total submissions); and Pathway 5. Restoring the Dream: Renewing Pride and Stewardship of Place (7% of total submissions). Approximately 6,627 individuals viewed the Blue Sky website, with 925 views on its busiest day, January 23, 2012.

Specific UMaine constituencies participating, in addition to the above sessions, included the UMaine Board of Visitors, University of Maine Foundation Board of Directors, UMaine Alumni Association Board of Directors, the Pulp and Paper Foundation Board of Directors, University of Maine System Presidents and the Maine Municipal Association.

Based upon the input of UMaine constituencies, review of campus planning and statewide planning documents, the Blue Sky Leadership Planning Team, the President's Cabinet and the Board of Visitors reviewed, revised and ultimately proposed the Blue Sky Plan to the UMaine community for review and comment prior to a final draft. In close consultation with President Ferguson, the Plan was written by the Leadership Planning Team members Jeffrey St. John, Laura Lindenfeld and Kristen Andresen.

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Strategic Planning Leadership Team

Paul Ferguson, *President (Chair)*

Julie Hopwood, *Senior Advisor to the President (Co-Chair)*

Linda Silka, *Director, Margaret Chase Smith Policy Center (Project Facilitator)*

Kristen Andresen, *University Relations, Alumni Association Board of Directors*

Robin Arnold, *Classified Employees Advisory Council*

John Rebar, *Director, University of Maine Cooperative Extension*

Abigail Garthwait, *Associate Professor of Education Instructional Technology (EDHD)*

Ben Goodman, *Undergraduate Student, BOT Student Representative*

John Simpson, *University of Maine Foundation Board*

Dana Humphrey, *Dean, College of Engineering*

Brianna Hughes, *Doctoral Student, BOT Graduate Student Representative*

Dan Sturrrup, *Interim Director, Auxiliary Services*

George Jacobson, *Professor Emeritus, Former Director of the Climate Change Institute*

Scott Johnson, *Professor and Chair of Earth Sciences*

Robert Rice, *Professor of Wood Science, BOT Faculty Representative*

Nathan Kinney, *Senior Financial Economics Major, President, Senior Skulls;*

Vice President for Finance, Student Government

Jan Kristo, *Professor, Associate Dean (EDHD), Distinguished Maine Professor*

Jake Ward, *Assistant Vice President for Research, Economic Development and Governmental Relations*

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