PATHWAY 2
SECURING OUR FUTURE: ENSURING FINANCIAL SUSTAINABILITY

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.

1. A new unit was established and initiatives such as the Flagship match led to record-breaking enrollment primarily due to an increase in out-of-state students. Other examples of successful accomplishments include effective television advertisements in key markets, effective off-campus events for prospective and accepted students, and effective on-campus open houses for prospective students and "student days" for accepted students.
2. The promotion of signature programs is perceived as a positive distinction for enrollment purposes, especially when the designation has led to additional resources including faculty to accommodate growth in enrollment within these programs.
3. Deans and other personnel have worked closely with Enrollment management to develop college/school/department specific plans to attract students. One example is the laboratory tours hosted by the College of Engineering.
4. Data from OIR shows a 116% increase in first-ear enrollment from New England states other than Maine between 2012 and 2017 (projected).
5. When considering out of state students not from New England, first-year enrollment has increased 119% between 2012 and the projected 2017 figure, with a 22% annual growth rate.
6. UMaine increased academic partnerships with Maine community colleges to promote college access and affordability. For example, UMaine signed an articulation agreement to help Eastern Maine Community College graduates pursue bachelor's degrees in programs such as construction engineering technology, electrical engineering technology and the leadership track of University Studies. These are in addition to existing agreements with EMCC in elementary education and child development and family relations.
7. UMaine has sought to increase the number of graduate students. In the past few years, VPRDGS has increased the total number of E&G supported assistantships to 38. UMaine also hired an assistant director for graduate enrollment services to to assist graduate programs in the recruitment of graduate students.
8. New graduate programs (online MBA, MSW programs, and 4+1 incentive programs for UMaine students) are expected to help grow enrollment.

9. Graduate fellowships have emerged as a priority for the Vision for Tomorrow comprehensive campaign, especially for the College of Natural Sciences, Forestry, and Agriculture
10. We have increased the number of strategic partnerships with other UMS institutions to address Maine's human resource and economic development needs, while serving the needs for post-graduate education. There are various partnerships planned or underway in disciplines such as nursing, engineering, and forestry. The primary partnership with the University of Maine Machias is one example of a multi-faceted partnership. Other examples include the Maine Center for Graduate Professional Studies in southern Maine, and the One Plus Three program that recruits engineering students (who meet specific criteria) from UMPI, the University of Maine Augusta, and Machias to USM or UMaine for an engineering degree. Planning for this program took place during the Blue Sky implementation period but the first group of students will not enter USM or UMaine until Fall of 2018.
11. We reviewed and expanded upon strategic programming offered by the Divisoin of Lifelong Learning to adults whose education has been interrupted or postponed due to a range of life events. Thirteen online graduate degrees, and 15 online graduate certificates have come together under the newly branded UMaineOnline portfolio: https://online.umaine.edu/.   Most recently we added a new: online MBA; online MSW, collaborative M.Ed in Instructional Technology; and an MS in Spatial Informatics.
    - In addition to graduate programs, DLL has expanded offerings for adult learners seeking to complete their bachelor's degree, adding 4 tracks in the Bachelor of University Studies program, which have more than doubled enrollments over the last 2 years. DLL has also introduced an undergraduate online program in Political Science.
    - In addition to credit-bearing programs, and in recognition of the great need in our state for personal and professional development opportunities, DLL has launched a new effort to offer Professional Development Programs at the Hutchinson Center(Belfast) and in Conferences and Institutes (Orono). In the first year (2016-17), DLL launched 10 new programs, which are contributing significantly to revenues. FHC conference revenues have doubled from FY16 to FY 17:
      - Instructional Technology
      - Restorative Practices Workshops for Educators K-12
      - Ethical Dimensions of Self-care in Social Work and Human Services
      - Business Writing and Grammar
      - Integrative Healthcare Workshop
      - Mindful Leadership Certificate
      - Fundraising Leadership for Non-Profit CEOs
      - Tools for Success: Social Media Marketing Workshop
      - Grant Writing
      - MidCoast Leadership Academy
    - DLL introduced two new graduate cohorts at the FHC in Fall 2016: an M.Ed in Literacy Education and an M.Ed in Educational Leadership.

Improve annual student retention rates by 5%, and four- and six-year graduation rates by 10% by FY17

1. The Office of Institutional Research data shows that although the four-year graduation rates have increased slightly from the 2008 to 2012 cohort, the six-year graduation rates have remained relatively constant since the six-year graduates in 2012.

Four-Year Graduation Rate	Six-Year Graduation Rate
2008-2012: 37%	2006-2012: 59%
2009-2013: 33%	2007-2013: 56%
2010-2014: 36%	2008-2014: 60%
2011-2015: 38%	2009-2015: 55%
2012-2016: 40%	2010-2016: 59%

Although the first-year retention rates have decreased each year between the Fall 2012 cohort (81%) and the Fall 2015 cohort (76%), the annual retention rate for each cohort has remained constant for each cohort between their first and second years.

Fall 2012 cohort: 10% decrease between first and second years.
Fall 2013 cohort: 11% decrease between first and second years.
Fall 2014 cohort: 11% decrease between first and second years.

Work to reduce administrative overhead costs per student fulltime equivalent (FTE) by increasing enrollment, becoming more efficient in delivering educational programs at lower costs and reducing administrative costs

1. UMaine has increased enrollment with a focus on out of state students through programs such as the Flagship Match, increasing an important revenue stream.
2. UMS had led efforts to centralize administrative costs and to create efficiencies across all campuses by centralizing functions such as procurement, human resources, information systems, and capital project management.

Increase total income from UMaine research and development initiatives

1. The University of Maine reviewed its Indirect Cost Return (ICR) policies to "reinvest" in the research enterprise.
2. Cited goals to increase private foundation research funding, intellectual property creation, royalty income, industry sponsored research projects, etc. were not met and perhaps were not realistic.
3. The University of Maine has made substantial progress in building a foundation for greater success in increasing income from UMaine R&D. Examples include our progress toward establishing a research foundation and the creation of our Grant Development Office.

Increase sales and service revenues from the current level of 5.6% of total revenues to 10% of total operating revenues.

1. This goal was not met and perhaps is unrealistic.

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.

1. UMaine Students have participated in several "Maine Day of Giving" events held in conjunction with Maine Day
2. UMaine student leaders including Senior Skulls and All Maine Women have been involved in many Advancement events involving UMaine donors. Examples include President's Club Brunch, UMaine Foundation Annual Meeting, and Stillwater Society Dinner.
3. Advancement staff meet with class leadership through Council meetings to help select a class giving opportunity with an emphasis on endowed scholarships
4. Advancement staff created a comprehensive handbook for class councils, updated regularly, to facilitate class councils in their fundraising efforts
5. Highlighting UMaine students who have benefitted from philanthropy in Advancement print and digital communications

Grow the percent of private and capital gifts as a percent of total revenues from the current level of 10% to 15% by 2017.

1. While we were uncertain about what was meant by "capital gifts" or why the intial level of 10% was listed, the chart below shows a slight increase in private gifts as a percent of total revenues.

	FY11	FY12	FY13	FY14	FY15	FY16
Private Gifts	$14,297,004	$16,514,582	$18,695,911	$16,744,680	$16,056,456	$14,989,517
% of Private Gifts to Revenue	**7.2%**	**8.3%**	**6.9%**	**8.2%**	**8.0%**	**7.4%**

Improve alignment and strategic effort of the Advancement Partners, including the Alumni Association, Office of Development, the University of Maine Foundation, the Pulp and Paper Foundation, and the Maine 4-H Foundation.

1. Advancement realignment completed; Development Office merged with University of Maine Foundation to achieve more efficient fundraising
2. Fundraising partners share Advance database and participate in shared prospect management

3. Advancement events, presidential travel and hosting of donors are centrally coordinated by committees (Advancement Events, Presidential Travels) to optimize resources and reduce confusion

Prepare for a new and bold comprehensive campaign in conjunction with the University of Maine's 150th anniversary in 2015

1. External donor feasibility study conducted by Alexander Haas confirmed goal of at least $200 million
2. Comprehensive campaign approved by UMS Board of Trustees and scheduled for public launch on October 13, 2017
3. Case for support and volunteer recruitment are underway
4. $121,000,000 raised already during the quiet phase of the campaign
5. Many improvements to annual giving, including the branding of the Alfond Fund and use of iModules
6. Significant gifts have already been made to the campaign. Examples include the Gerard S. Cassidy '80 Capital Markets Training Laboratory, the Stephen E. King Chair in Literature.