University of Maine
Strategic Vision and Values Forum
April 15, 2019
Goals, Strategies and Key Indicators

Fostering Learner Success

GOAL: Increase the number of non-traditional students
- Strategy: Facilitate the transfer of non-traditional students
- Strategy: Offer courses with flexible scheduling
- Strategy: Develop online platforms
- Strategy: Increase NTS financial aid opportunities
- Strategy: Offer appropriate and accessible services

GOAL: Facilitate student participation in co-curricular activities/event prior to graduation
- Strategy: Track student data via Maine-card check-ins at events
- Strategy: Mandate that to graduate, students must attend a pre-determined number of events
- Strategy: Have faculty incorporate requirements for attendance

GOAL: Increase student racial diversity
- Strategy: Increase professional development for faculty diversity training/teaching strategies
- Strategy: Increase staff diversity
- Strategy: Target under-represented students for recruitment
- Strategy: Look to success stories of other rural land grant universities
  - Indicator: Meet or succeed new England land grant percentage

GOAL: Ensure that the diversity of the student body is represented in faculty and staff

GOAL: Help students recognize the change in expectations from high school to UMaine
  - Indicator: Improved class attendance, and an increase in retention

GOAL: Ensure that all undergraduates participate in a civic engagement project
- Strategy: Create a campus dialogue about defining civic engagement
- Strategy: Create a gen-ed revolving around civic engagement
- Strategy: Track current efforts
○ Indicator: Increased student participation/projects

**GOAL:** Educate students on available campus resources (Math-den, printing balance)
  ● Strategy: Identify barriers for student access
  ● Strategy: Mandate that advisors inform students during counseling
    ○ Indicator: A Student survey

**GOAL:** Develop better integration between student affairs and academic affairs missions
  ● Strategy: Collaboration during orientation
  ● Strategy: An annual conference
  ● Strategy: All campus committees required to have a representative from both offices
    ○ Indicator: Fewer students falling through the cracks
    ○ Indicator: A clearly defined partnership

**GOAL:** Utilize best practices for fostering learner success (clickers, etc.)
  ● Strategy: Create a mechanism for CITL to share knowledge
  ● Strategy: Utilize Navigate
    ○ Indicator: Increase in student performance

**GOAL:** Make it a priority that staff and faculty are able to participate in regular professional development
  ● Strategy: Define “what’s in it for me”

**GOAL:** Increase first-year return
  ● Strategy: Create more opportunities for community involvement despite heavy workloads
  ● Strategy: Implement student education in the first year to help manage time and stress
  ● Strategy: Create early positive experiences for students
  ● Strategy: Support programs to prevent a crisis before it even begins
  ● Strategy: Expand welcome weekend activities
    ○ Indicator: Use Navigate
    ○ Indicator: Increase in the first-year retention
    ○ Indicator: Decrease in student visitations to the crisis center
    ○ Indicator: Sufficient resources allocated to counseling and crisis center

**GOAL:** Increase opportunities for success outside the classroom
  ● Strategy: Promote the value of advising activities such as clubs
  ● Strategy: Provide more support for clubs (food, travel)
● Strategy: Connect “badging” initiative to professional and leadership societies
● Strategy: Build in exploring relevant clubs in intro seminar courses (xxx 100)
  ○ Indicator: Survey for club participation
  ○ Indicator: Survey of perceived value by students

GOAL: Support excellence in teaching
● Strategy: Build a culture of engagement between faculty and students
● Strategy: Support advisors with large numbers of students
● Strategy: Enhance advising center model
● Strategy: Professional development opportunities to make faculty better mentors
● Strategy: Support part-time faculty
● Strategy: Specially developed Grad and TA classroom positions
  ○ Indicator: Mentor awards, Teaching awards, award system that rewards excellence in PRT
  ○ Indicator: More advising centers
  ○ Indicator: more interactions between students and faculty outside of the classroom

GOAL: Reduce the number of students who re-take classes
● Strategy: Target programs who assist students who fail a class for the first time
● Strategy: Increase the number of instructors for high-fail classes
● Strategy: Develop key indicators for where students belong
● Strategy: Develop a strategy for students of probation
● Strategy: Destigmatize the use of support services
● Strategy: Aim for an 80% class fill rate
● Strategy: Ensure assessment early in the course to assess student projected performance
● Strategy: Train juniors and seniors to assist in gateway courses
  ○ Indicator: Attendance rate increases
  ○ Indicator: Increase in students utilizing support systems
  ○ Indicator: Faculty using more opportunities to quiz and assess
CREATING AND INNOVATING FOR MAINE AND BEYOND

GOAL: Create opportunities for every student to re-engage with UMaine within 5 years after graduation
  ● Strategy: Create student internships
  ● Strategy: Create professional development opportunities
  ● Strategy: Partner with Alumni
  ● Strategy: Life-long learning innovation
  ● Strategy: Invite alum to speak
  ● Strategy: Target Marketing

GOAL: Growing and diversifying external funding
  ● Strategy: Maximize current funders
  ● Strategy: Create better analytics for R+D
  ● Strategy: Increase industrial funding
  ● Strategy: Grow funding for non-STEM areas
  ● Strategy: Promote campus expertise
  ● Strategy: Increase NIH funding
  ● Strategy: Adequately document R+D developments
  ● Strategy: Collaborate with UMaine foundation to target private audiences

GOAL: UMaine will be recognized as the resource to support and grow the creative economy
  ● Strategy: Engage with cultural affairs

GOAL: Increase involvement with undergraduates in the innovation center
  ● Strategy: Require innovation engineering as a gen ed requirement

GOAL: Create New Knowledge
  ● Strategy: Departmental discussions to get students involved

GOAL: Increase scholarship resources
• Strategy: Involve BOT
• Strategy: Increase funding for doctoral students

GOAL: Provide more systematic support for grad students
• Strategy: Grow the number of Ph.D. students
• Strategy: Define learning outcomes for research experiences

GOAL: Every Undergraduate student has the opportunity to partake in a research experience
• Strategy: Create a taxonomy of research experiences to count
• Strategy: Study abroad
• Strategy: Grow the number of experiences available

GOAL: Greater interdisciplinary research and collaboration across disciplines
• Strategy: Importance of interdisciplinary work in tenure decisions
• Strategy: Budgeting and administrative support

GOAL: UMSS/CUGR more undergraduate involvement in research
• Strategy: Beef up virtual experiences online
• Strategy: More public attendance
• Strategy: Get students involved
  ○ Indicator: Virtual attendance
  ○ Indicator: Increase in attendance
  ○ Indicator: Increase in student participation

GOAL: Develop new technologies and other discoveries
• Strategy: More collaborative endeavors
• Strategy: Make ideas reality
• Strategy: Innovate mobile apps
  ○ Indicator: Publications
  ○ Indicator: Authors/co-authors
  ○ Indicator: Number of apps developed

GOAL: Broaden innovation beyond STEM
• Strategy: Integrate innovation in the experience of more departments
• Strategy: Encourage experiential learning
• Strategy: Student symposium for non-STEM students
• Strategy: Increased funding for non-STEM programs
• Strategy: Change STEM to STEAM
• Strategy: Create a “living lab” for all majors
○ Indicator: Applicants from differing departments
○ Indicator: Increase in non-STEM student participation

**GOAL:** Foster innovation in faculty and student bodies - risk-taking
- Strategy: Support interdisciplinary work
- Strategy: Create opportunities for real life experiential learning
- Strategy: Increase funding
  ○ Indicator: Partnerships
  ○ Indicator: Success-stories
  ○ Indicator: Working across majors
  ○ Indicator: Teaching across departments

**GOAL:** Encourage departments to be more inclusive of community-engaged scholarship in P+T
- Strategy: Partnerships in P+T consideration
- Strategy: Increase the definition of scholarship in P+T

**GOAL:** Maintain relevancy to Maine citizens and stakeholders
- Strategy: Use information systems and consistent communication
- Strategy: Create mechanisms for info sharing
- Strategy: Be nimble
- Strategy: Create more informal venues to engage
- Strategy: Conduct more listening tours
GROWING AND ADVANCING PARTNERSHIPS

GOAL: Become the most valued asset to Pk-12 institutions in the state
- Strategy: Promote the work currently taking place
- Strategy: Optimize student time spent in PK-12 classrooms
- Strategy: Create more grants for student teaching

GOAL: Enable local partnerships for industry, NGOs, and Schools
- Strategy: Strategically engage local partners
- Strategy: Develop newsletters and mailing lists
- Strategy: Develop office to assist and manage partnerships
- Strategy: Be proactive
  - Indicator: Number of sustained partnerships
  - Indicator: Success-stories

GOAL: Create a culture for innovation - adaptable and supportive of risk-taking
- Strategy: Streamline processes and procedures
- Strategy: Leverage Franco-heritage

GOAL: Sustain partnerships
- Strategy: Build and sustain infrastructure
- Strategy: Maintain the personnel capacity to facilitate partnerships
  - Indicator: Consistency and duration of partnerships

GOAL: Diversify partnerships
- Strategy: Use the university’s capacity to innovate

GOAL: Increase stewardship for scholarships
- Strategy: Better auditing
- Strategy: UMF work with financial aid
- Strategy: Annual reports to donors
- Strategy: Student thank you letters
  - Indicator: Increased revenue coming to UMaine
GOAL: Make existing partnerships worth coming for
  ● Strategy: More individuals with SFR
  ● Strategy: Create a process for assessing partnerships
  ● Strategy: Increase communication between UMaine and partners
    ○ Indicator: Number of support sales

GOAL: Clarify the internal responsibility of partnerships
  ● Strategy: Clarify scholarship responsibilities

GOAL: Increase national and international partnerships
  ● Strategy: Strategic marketing
  ● Strategy: Infrastructure to support an increased number of partnerships
  ● Strategy: Share experiences
    ○ Indicator: Sustained partnerships

GOAL: Streamline the process of creating partnerships
  ● Strategy: Develop support systems and identifiable points for reference

GOAL: Recognized for the scale to which UMaine engages partners
  ● Strategy: Streamline the process
    ○ Indicator: Measure time from initial talks to implementation

GOAL: Use partners to help prepare students to enter the workforce
  ● Strategy: Partners identify workforce needs
  ● Strategy: Internships/apprenticeships
    ○ Indicator: Job placement after graduation
    ○ Indicator: Increased partner satisfaction

GOAL: Include more sectors of industry in campus vision
  ○ Indicator: Number of partners

GOAL: Organize and publish for public reference the number and activities of existing partnerships
  ● Strategy: Inventory partners

GOAL: Increase UMaine’s visibility for potential partners
  ● Strategy: Market abilities
  ● Strategy: Increase opportunities for industry