Our office has aggregated and summarized feedback from all OVPRDGS units into the table below. The three questions are answered in the columns of the table; Goals, Strategies, and Indicators.

Strategic Value	Goals	Strategies	Indicators	Notes
Fostering Learner	Prepare the	Every student has	Number &	Create clear
Success	knowledge-and-	opportunities to	percentage of	definitions of
	innovation	engage significantly in	students with	experiential
	workforce for Maine	research, innovation,	experiential	learning and
	(Goal 3)	and/or creation of	learning credentials	measure them
		knowledge		consistently across
		experiences	Number of funded	units
		D 11	doctoral students to	
		Provide	enhance the	
		interdisciplinary	scientific workforce	
		training by applying thematic topics to	in Maine	
		current courses	Number of student	
		current courses	internships, co-ops,	
			and fellowships,	
	Increase hands-on	Incorporate UMaine	Number of	
	training	Research Centers and	curricula that are	
	opportunities for	Institutes within	integrated with	
	students	existing or new	research centers	
		courses that leverage		
		UMaine's cutting-		
		edge research		
		equipment		
	Inclusion for non-	Enhance recruitment	Number of non-	
	traditional students	from Community	traditional students	
		Colleges and High	enrolled	
		School		
	Improve	Extend placement	Increase % of	
	undergraduate	services to alumni	graduates employed	
	placement	through career center	in their field (in	
		т	Maine)	
		Improve		
		collaborations with in-		
		state businesses to expand hiring network		
		expand mining network		
		Track graduate		
		placement to identify		
		opportunities and		
		trends		
	Improve	More faculty advisor	Number of	
	undergraduate	interaction	employed alumni	
	success and		and retention rate	
	retention	Expand career		
		counseling by advisors		

Strategic Value	UMS R&D Goal	Strategies	Indicators	Notes
Creating and	Make Maine the best	Create grand challenge	Number of grand	Create clear
Innovating for	state in the nation in	initiatives that require	challenge initiatives	definitions of
Maine and	which to live, work,	collaboration among	launched and	research outputs
Beyond	and learn by 2030	and between units	number of	and measure them
	(Goal 1)	through R&D	associated joint	consistently across
			appointments	units ²
	Make UMaine a	Prioritize R&D in the	III. 1 D1	
	world leader in	E&G budget and	UMaine reaches R1	
	strategic focal areas of research	support research services infrastructure	Carnegie status by 2025	
	of research	to support the ability	2023	
		of faculty to grow	Number of hires	
		research expenditures	rumber of fines	
	Increase technology	Develop small	Number of high-	
	transfer of UMaine	business startup tools	tech spinoff	
	developed	-	companies created	
	technologies in the	Add tech transfer		
	private sector	outputs into faculty	Number of patents	
		tenure and promotion	and licenses	
	T 1 . 1	packages	N 1 C1 . 1	
	Increase doctoral	Build bridge funding	Number of doctoral students enrolled	
	enrollment by 25%	into the budget	students enroned	
		Revise master's		
		curriculum to be more		
		professional in focus		
		Support master's		
		students with		
		scholarships vs		
	T (1 1	assistantships	NT 1 C	
	Increase the number	Provide financial	Number of	
	of professionally oriented master's	incentive to programs to revamp curricula	revamped curricula	
	programs	to revamp curricula		
	programs	Make admissions		
		review more efficient		
		and faster		
	Make UMaine the	Continue progress	Number of online	
	first choice for	with UMaineGOLD	students enrolled,	
	graduate and	D . 1 . 2	graduated	
	undergraduate	Provide financial		
	online education	incentives to units to		
		expand and improve online instruction		
		omnic instruction		
		Develop a marketing		
		plan with appropriate		
		infrastructure		
		Provide cross-campus		
		courses via live		
	1	streaming		

Strategic Value	UMS R&D Goal	Strategies	Indicators	Notes
Growing and	Establish an	Laboratories and	Number of labs	Create clear
Expanding	innovation-driven	research groups are	developed; number	definitions of
Partnerships	Maine economy for	strategically	of R&D	partnerships and
	the 21st century	developed and	partnerships;	measure them
	(Goal 2)	deployed to help	Number of	consistently across
		attract R&D-intensive	businesses attracted	units
		industry to Maine, and		
		to expand the R&D	Increase invention	
		capacity of current	disclosures; patents;	
		Maine industry by fall	university spin-offs	
		2020.	and research	
		Commenting	commercialization	
		Cooperative agreements with state	revenue.	
		government.		
		government.		
	Increase number of	Increase online	Number of online	
	pathways from	graduate course	course offerings,	
	undergraduate programs to	offerings	enrollment	
	graduate study	Promote		
		collaborations among		
		faculty members from		
		different institutions to		
		develop pathways		
		Provide financial		
		incentives to develop		
		partnerships		
	Form additional	Promote collaboration	Number of	
	strategic statewide	among faculty members and	collaborations	
	partnerships like GSBSE	researchers at different		
	GSDSE	institutions		
		Provide appropriate		
		financial incentives to		
		help partnerships		
	Increase	prosper Create work groups	Number of work	
	partnerships	that include academic	groups formed	
	between UMaine	and industry leaders	Stoups formed	
	and Industry Groups	where industry		
		members provide their		
		R&D needs to the		
		researchers		
		Identify Federal and		
		State opportunities to		
		fund collaborative		
	E11	research projects	TTM (-1	
	Excellence in public	Develop rigorous and systematic evaluations	UMaine in the News	
	engagement	of all UMaine	TICWS	
		Outreach		

	Connect public engagement to on- campus research and educational strengths	
	Stronger collaborations with business, K-12, nonprofits, etc.	
	Improve communications within campus	