

To: Jeffrey Hecker, Executive Vice-President for Academic Affairs and Provost

From: Emily Haddad, Dean, College of Liberal Arts and Sciences 

Date: May 1, 2019

Subject: CLAS response, Strategic Vision and Values: Goals, Strategies, and Key Indicators

On March 18, 2019, members of the CLAS Administrative Group (chairs and directors) were provided with your memo of March 12, requesting input into the goals, strategies, and key indicators to advance the University's three newly articulated strategic values. AG members were asked to initiate consideration within their units in preparation for discussion at the April 2 meeting of the AG, and they were invited to provide unit-level responses if desired. Following the AG meeting, the topic was discussed at the College faculty meeting on April 18. Consensus did not emerge, but common threads are represented in the goals and strategies below. AG members reviewed and made suggestions on a draft of this memo at the AG meeting on April 30.

Some strategies support more than one goal. These might be prioritized as likely to yield a higher return on the investment of time and treasure. Key indicators are not proposed at this stage. However, where proposed goals advance to the next stage of planning, we would be glad to suggest possible indicators. Thank you for all of your efforts to make this an inclusive process.

Fostering Learner Success

Goal 1: All learners have opportunities to develop habits of mind that contribute to a life well lived, such as curiosity, adaptability, self-awareness, comfort with complexity, and appreciation for multiple perspectives (historical as well as current).

- a) Strategy: Maximize participation in University events (seminars, talks, workshops, performances, etc.) that create a rich and engaging environment for learners.
- b) Strategy: Maximize participation in community engagement and service learning.
- c) Strategy: Reconceive the University's general education program with respect to this goal.
- d) Strategy: Employ sufficient faculty and staff to achieve this goal.

Goal 2: All learners pursue opportunities for "experiential and deep learning" as defined in the Gallup Purdue Index Report, 2014

https://www.gallup.com/file/services/176768/GallupPurdueIndex_Report_2014.pdf

- a) Strategy: Engage in a comprehensive and systematic professional development effort to enhance the quality of faculty advising and mentoring, as well as mentoring done by graduate students.
- b) Strategy: Extend and add to programs that facilitate students' early engagement in sustained projects.
- c) Strategy: Increase the availability of paid on-campus employment for students.
- d) Strategy: Facilitate students' access to internships, study abroad, and other intensive off-campus learning experiences.

- e) Strategy: Reconceive the University's general education program with respect to this goal.
- f) Strategy: Employ sufficient faculty and staff to achieve this goal.

Goal 3: All graduates are professionally prepared, whether for employment or, as appropriate to their career plans, further education.

- a) Strategy: Increase the availability of paid on-campus employment.
- b) Strategy: Facilitate students' access to internships, study abroad, and other intensive off-campus learning experiences.
- c) Strategy: Support delivery of Career Center programs and services through departments/schools so as to increase early use.
- d) Strategy: Enhance professional development programming for graduate students.

Goal 4: Degree-seeking students complete degrees in a timely fashion.

- a) Strategy: Engage in a comprehensive and systematic professional development effort to enhance the quality of faculty advising and mentoring.
- b) Strategy: Continue Think 30 implementation, with growing availability of one- and two-credit options during each semester, half-semester courses, and summer and winter term courses.
- c) Strategy: Continue and expand initiatives that show potential to improve undergraduate student retention and persistence, based on evidence (e.g., first-year success courses, Maine Learning Assistant program).
- d) Strategy: Initiate assessment of graduate programs, including retention and time-to-degree, and develop plans for improvement where assessment reveals a need.

Goal 5: The University's financial situation remains adequate to support a range of high-quality learning environments.

- a) Strategy: Continue and strengthen existing initiatives to recruit undergraduates—in Maine, out of state, and internationally—and to recruit paying graduate students.
- b) Strategy: Increase philanthropic activity in support of the University, especially for scholarships.
- c) Strategy: Increase externally funded research and enable indirect cost recovery dollars to return to the campus.
- d) Strategy: Ensure the financial viability of the Machias campus within the UMaine budget.

Goal 6: University facilities and technology (including instruments/equipment) are regularly upgraded and maintained so as to support teaching and learning consistent with best practices.

- a) Strategy: Designate budgeted funds to enable adequate investment.
- b) Strategy: Develop consistent means of incorporating users' input into facilities/technology investments.

Creating and Innovating for Maine and Beyond

Goal 1: Diversity and an inclusive environment for faculty, staff, students, and community members create settings in which innovation flourishes.

- a) Strategy: Implement professional development programs to support this goal, building on the foundations laid by the Rising Tide Center and the Office of Equal Opportunity.
- b) Strategy: Implement strategies to recruit and support faculty, staff, and students of diverse backgrounds, and to enhance participation by community members of diverse backgrounds.

Goal 2: Research, scholarship, and creative activity are vibrant across the University community (students, faculty, staff, "citizen scientists" and performers, etc.).

- a) Strategy: Return annually increasing percentage of indirect cost recovery dollars to invest in research, scholarship, and creative activity.
- b) Strategy: Revise departmental evaluation criteria (a.k.a. promotion and tenure criteria) to encourage and reward innovative work, including across disciplines.
- c) Strategy: Continue and expand support for proposal development and for identifying sources of external funding.
- d) Strategy: Employ sufficient faculty and staff to achieve this goal.

Goal 3: University facilities and technology (including instruments/equipment) are regularly upgraded and maintained so as to support innovation, creativity, and discovery.

- a) Strategy: Designate budgeted funds to enable adequate investment.
- b) Strategy: Develop consistent means of incorporating users' input into facilities/technology investments.

Growing and Advancing Partnerships

Goal 1: The University fully demonstrates international engagement, in the Americas and overseas.

- a) Strategy: Increase students' foreign language study on campus.
- b) Strategy: Increase student participation in semester- or year-long international experiences.
- c) Strategy: Provide ongoing, expanded professional development opportunities for faculty and staff to develop capacity for international engagement.

Goal 2: Consistent with the University's values and mission, the University's reputation and visibility grow, in the region, nationally, and internationally.

- a) Strategy: Cultivate, nourish, and preserve cultural communities, especially in Maine.
- b) Strategy: Increase national scholarship competitiveness and aggressively publicize national scholarships won by UMaine students.
- c) Strategy: Ensure the viability of the Machias campus as a complementary site for education and culture "down east."
- d) Strategy: Expand involvement with the non-profit and government sectors to improve quality of life, especially in Maine.
- e) Strategy: Fix potholes and other evidence of neglect.
- f) Strategy: Employ sufficient faculty and staff to achieve this goal.

Goal 3: University facilities and technology (including instruments/equipment) are regularly upgraded and maintained so as to enable positive, productive experience that effectively supports partnerships.

- a) Strategy: Designate budgeted funds to enable adequate investment.
- b) Strategy: Develop consistent means of incorporating users' input into facilities/technology investments.