

# Strategic Vision and Values Goals and Strategies- Center for Innovation, Teaching & Learning (CITL) Feedback

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## **Fostering Learner Success**

The university is committed to fostering learning for all. We provide access and opportunity in and out of the classroom to prepare students for career success and civic engagement. Our faculty and staff support lifelong learning through excellence in teaching and co-curricular activity. Our inclusive community welcomes all learners and strives to sustain an enriching environment in which they can flourish and succeed.

## **GOAL: Focus on and prioritize student learning**

### **Strategies:**

- ❖ Accept current and historical UMaine data which demonstrates that large enrollment, first year lecture-based courses are problematic for student learning; convert them to instructional models proven to be effective.
- ❖ Balance financially-driven approaches to instruction with learning-driven approaches.
- ❖ Develop and support the internal capacity of the University to provide all faculty with time, incentives, and resources to utilize current research in learning and assessment.
- ❖ Develop and support the internal capacity of the University to create and deliver instruction that is native and relevant to 21st Century technology.
- ❖ Collect and use data generated by students work in instructional activities, assessments and more to provide feedback to students and faculty about each student, class, as well as assignment.
- ❖ Assist faculty with shifts toward authentic and relevant learning assessments.
- ❖ Proactively engage faculty in sharing, supporting, and mentoring all faculty in 21st Century teaching (e.g. 1st year success courses for instructors).

- ❖ Reserve time each week for all faculty and members of the campus community to dedicate to professional development (e.g. Fridays from 2-4).
- ❖ Move start dates for all teaching hires (grad students, new adjunct faculty, new instructors of practice, etc.) to allow for full training and orientation (and insure the University's capacity to provide support and training).
- ❖ Build into the load of all new faculty a semester long seminar orienting them to teaching at the University.
- ❖ Keep faculty contracts current with pedagogical practices, technology, media, and delivery platforms (e.g. omit ITV, course-in-a-box, etc.)
- ❖ Plan, schedule, and locate instruction based on student learning needs.
- ❖ Plan and develop instructional spaces and services that optimize 21st Century learning (rather than, for example, the seating capacity, ease of grading, etc.)
- ❖ Develop systems and protocols to assess the quality of all instruction as well as the means to help all faculty improve instruction, if needed, e.g. formative peer observations of teaching independent of T&P.
- ❖ Contextualize student evaluations of teaching among other measures of course quality so that faculty do not fear experimenting.
- ❖ Dedicate permanent teaching lines to each college to model and promote teaching excellence (e.g. Assistant Prof in Teaching; Prof of Practice).
- ❖ Insure that all students and faculty have ready, daily, access to personal tech devices needed for teaching and learning.
- ❖ Provide computational resources (hardware and software) to all faculty and staff, on campus and online.
- ❖ Re-think Gen Ed to provide current skills, broader cultural experiences, and greater access to experiential learning and research.
- ❖ Support (including admin logistical support) active learning, experiential learning, CURE, service learning, to insure student engagement and learning.
- ❖ Help System leadership and State government understand and value learning as well as the effort required to produce it and overcome impediment to it.

**Indicators:**

- ★ Increase in student learning and retention
- ★ Increase in student creativity and knowledge of many cultural traditions
- ★ Increased post-grad job and educational opportunities for students (and the quality of these opportunities)
- ★ Increase in faculty recruitment and retention
- ★ Increase in student applications and the quality of the applications (undergrad, grad, and non-degree)
- ★ A preponderance of smaller, more active, and experiential classes (f2f and online) that break free of older, less effective approaches to instruction

- ★ Greater use of UMaine and UMS dispersed physical assets for field-based learning and student research
- ★ Greater involvement with the Maine community in learning to collect, analyze and share data/information (experiential and research-based classes)
- ★ Faculty and students respect and utilize assessment to improve learning
- ★ Better supported and more closely integrated part time faculty
- ★ Full and part time faculty provide students with advising and academic guidance based on their broad knowledge of UMaine
- ★ Faculty and students have access to current, personal, and aggregate learning data to help inform decisions related to teaching and learning
- ★ All faculty and students utilize current technology in teaching and learning
- ★ System and State leadership supports learning and becomes increasingly aware and focused on the learning needs of students
- ★ The learning needs of students drive economic conditions and budgets rather than budgets driving the learning opportunities provided to students

## **GOAL: Prioritize diversity and inclusion**

### **Strategies:**

- ❖ Expand working definition of diversity to include economic diversity, marginalized groups, and others
- ❖ Diversity statement (required?) in syllabus
- ❖ Support emerging scholars (visibility, marketing and communication)
- ❖ Create a “diversity and inclusion” gen ed requirement (Current gen ed is “Western Cultural Tradition” - perhaps include a Non-Western option or simplify to “Cultural Tradition” req)
- ❖ Provide orientations and training for international faculty and graduate students for teaching and culturally related issues.
- ❖ Provide support for pedagogical strategies that emphasize inclusive group work.
- ❖ Expand mass transit to cover broader areas, times, and months (follow example of USM and City of Portland)

### **Indicators:**

- ★ Increase in the diversity of students, staff, and faculty
- ★ Increased creativity among students, staff, and faculty
- ★ Increase satisfaction and retention of diverse students, faculty, and staff
- ★ Increase in cross-culture understanding and appreciation
- ★ Expanded mass transit:
  - Enrollment increases among students without cars from Bangor, Old Town, etc. taking evening live classes
  - Decrease costs for student housing with increased locations for housing

- Grad students satisfaction retention, especially during summer months
- Increase numbers of non-credit students enrolled in courses
- Faculty and staff satisfaction
- Student engagement with community/satisfaction
- Reduced carbon footprint

## **GOAL: Provide learning opportunities to Maine’s rural communities**

### **Strategies:**

- ❖ Create opportunities for collaboration within the system through service learning
- ❖ Lead implementation of pedagogical strategies in UMS rural outposts
- ❖ Coordinate with the State to negotiate bandwidth subsidies for students.

### **Indicators:**

- ★ Increased involvement and support by Maine communities
- ★ Improvements to K-12 and post-graduate education in Maine communities

## **Creating and Innovating for Maine and Beyond**

As Maine’s land grant and sea grant institution, we produce new knowledge to serve the state, the nation, and the world. Innovation, creativity, and discovery are fundamental to who we are and what we do: they help us serve the people of Maine and people everywhere. We train the next generation of leaders to solve problems and promote solutions for the challenges we all face.

## **GOAL: Maximize the institution’s capacity for innovation and knowledge creation**

### **Strategies:**

- ❖ Provide content creation resources similar to what CITL does for teaching for research initiatives.
- ❖ Create, evaluate, and disseminate innovative approaches to learning.

### **Indicators:**

- ★ Greater awareness regionally, nationally, and internationally in the research produced at UMaine
- ★ Increase in grants and graduate enrollment

## **Growing and Advancing Partnerships**

We collaborate with many partners to advance the cultural, economic, and civic interests of communities throughout Maine and the world. As a public flagship

university, we are stewards responsible for the resources entrusted to us. Through our engaged partnerships, we seek to make a difference in science, industry, commerce, state and local government, and the arts for the present and future betterment of all.

## **GOAL: Develop a reputation for ease of collaboration**

### **Strategies:**

- ❖ Promote partnerships within the campus by standardizing and centralizing communication strategies and opportunities on our campuses (e.g. faculty development, professional development opportunities).
- ❖ Design opportunities for collaboration at the beginning of a faculty member's time at UMaine.
- ❖ Recognize and commit to supporting the life-long learning needs of Maine and regional residents, starting with K-12 and extending through the many stages of adulthood.
- ❖ Service learning with admin support to help faculty utilize.

### **Indicators:**

- ★ Improved K-12 and post-graduate education in Maine communities
- ★ Improved undergraduate education at UMaine

## **GOAL: Develop effective communication systems**

### **Strategies:**

- ❖ Create a streamlined architecture for communication, collaboration, scheduling, and sharing.
- ❖ Leverage technology to provide on-boarding information for students and faculty who join the University outside of a regular orientation period.
- ❖ Leverage technology to communicate on the various services offered on campus.
- ❖ Create incentive for faculty to collaborate locally (statewide) off-campus.
- ❖ Create incentive and opportunity for faculty to share information collected through collaborations off-campus.
- ❖ Remove barriers to teaching and engaging with the campus community by providing up-to-date (<3 year-old) computers/devices and current software to all faculty, staff, and students for teaching, innovating, and engaging.
- ❖ Protect, support, and maintain private data on computers/devices.

### **Indicators:**

- ★ UMaine knows the location of private and regulated data of students and employees
- ★ UMaine begins to manage and secure private and regulated data of students and employees
- ★ Increase ease of communication and collaboration on and off-campus

## **GOAL: Facilitate the development of transdisciplinary programs**

### **Strategies:**

- ❖ Modernize 21st-century curriculum.
- ❖ Minimize silos (create efficiencies/back end processes that support interdisciplinarity).
- ❖ Provide support or incentives for team teaching new courses across disciplines.
- ❖ Provide support or incentives for including industry/field experts in course development.
- ❖ Provide support or incentives for courses taught outside of traditional classroom environment.
- ❖ Develop a campus wide transdisciplinary gen-ed program.
- ❖ Provide incentive for faculty to collaborate across discipline to develop innovative active-learning assessment components, e.g. badge-based versus grade-based, proficiency-based.
- ❖ Provide subsidies to students for access to robust internet connections. (connect with State Gov).

### **Indicators:**

- ★ Increased relevance of curriculum
- ★ All students have access to broadband Internet connections

# Strategic Vision and Values Goals and Strategies- Operations Team Feedback

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## **GOAL: Develop strategies to help students reduce college debt**

### **Strategies:**

- ❖ Provide more scholarships by increased partnership with UM Foundation to increase available scholarship pool.
- ❖ Ensure available institutional dollars are allocated to students with high need.
- ❖ Greater marketing and advocacy for free Early College participation for Maine residents to reduce the cost of obtaining a degree.
- ❖ Develop partnerships with businesses willing to help with student debt forgiveness.

### **Indicators:**

- ★ Reduced student loan indebtedness
- ★ Benchmark student loan indicators relative to peer institutions

## **GOAL: To expand online offerings**

### **Strategies:**

- ❖ Ensure that we have adequate resources to support growing online tech, such as CITL staffing.
- ❖ Utilize student surveys and do a deep data dive to identify demand and student degree completion needs.
- ❖ Develop a strategy for a campus wide effort to support faculty buy-in to expanding online education.
- ❖ Provide better financial support for students, exploring the possibility of lower tuition.

- ❖ Research peer institutions and industry best practices - make sure we are on par or better.

**Indicators:**

- ★ Positive student evaluations of teaching
- ★ Increased tuition and online fee revenue
- ★ Increased enrollment
- ★ Increased job numbers in Maine workforce

**GOAL: To get faculty & staff more invested in what they do**

**Strategies:**

- ❖ Attract high caliber faculty and staff by highlighting that UMaine is a great place to work.
- ❖ Engage more interdepartmental collaboration opportunities to break down silos.
- ❖ Ensure that we have adequate of faculty and staff capacity.
- ❖ Establish better internal communication.
- ❖ Provide more campus-based knowledge sharing so that all are more aware of campus resources to avoid duplication of efforts or lack of understanding of available campus based assets.
- ❖ Ensure that faculty and staff roles are more clearly defined.
- ❖ Provide opportunities for more faculty engagement with students.

**Indicators:**

- ★ Increased faculty and staff retention/longevity
- ★ Student retention
- ★ Student, staff, and faculty feedback

**GOAL: To invest in teaching to ensure the highest quality learning**

**Strategies:**

- ❖ Ensure that quality is on par or better than peers.
- ❖ Increase our standards and expectations of high quality instruction.
- ❖ Provide more opportunities for education and awareness of institutional priorities.
- ❖ Expand incentive-based training opportunities through CITL.
- ❖ Add in contractual obligation to work with CITL and/or develop to standards of excellence for **all** online courses.
- ❖ Review of AFUM/PATFA tenure requirements relative to high quality teaching.

**Indicators:**

- ★ Increased retention
- ★ Increased student grades
- ★ Increased ranking in US News and World reports and other similar measures.
- ★ Student evaluations of teaching

**GOAL: To expand non-credit continuing education and Summer University**

**Strategies:**

- ❖ Market to senior population for senior citizen waiver.
- ❖ Leverage industry need to meet workforce demands.

**Indicators:**

- ★ Increased diversity
- ★ Increased enrollment & tuition
- ★ Increased number of visitors to campus

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**GOAL: To communicate to stakeholders about our innovation, activity, and accomplishments****Strategies:**

- ❖ Conduct mass marketing campaign to cast a wider net to highlight the impact of the University.
- ❖ Develop a public database to highlight all outreach activities to see if there are any gaps or overlaps so that we are more efficient with these activities.

**Indicators:**

- ★ Increased enrollment
- ★ Increased external funding
- ★ Increased positive news press for UMaine
- ★ Increased student and other inquiries
- ★ Increased positive feedback about UMaine from external constituents

**GOAL: To develop programming around workforce and state needs****Strategies:**

- ❖ Identify gaps through market research

**Indicators:**

- ★ Workforce data

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university, we are stewards responsible for the resources entrusted to us. Through our engaged partnerships, we seek to make a difference in science, industry, commerce, state and local government, and the arts for the present and future betterment of all.

## **GOAL: To support increased internet access within the state**

### **Strategies:**

- ❖ Establish partnerships with hospitals, businesses, non-profits
- ❖ Establish partnerships with public schools
- ❖ Establish partnerships with state and local governments

### **Indicators:**

- ★ Increased number of online students
- ★ Increased number of individuals with reliable internet access

## **GOAL: To increase internal partnerships within UMaine**

### **Strategies:**

- ❖ To strengthen/cultivate partnership: DLL > Cooperative Extension
- ❖ To strengthen/cultivate partnership: DLL > International Programs (Travel, pre-college, summer camps, non-credit, etc)
- ❖ To strengthen/cultivate partnership: All Maine schools > UM Early College

### **Indicators:**

- ★ Increased student diversity due to partnerships with OIP

# Strategic Vision and Values Goals and Strategies- UMaineOnline Student Services Feedback

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## **Goal: Increase collaborations among departments on campus to better serve online students**

### **Strategies:**

- ❖ Meet, create, and foster good working relationships with other departments in order to share why it is important for online students to have access to the same resources on-campus students have.
- ❖ Work with departments to make more resources available to online students.
- ❖ Collaborate with other departments to develop scholarship and financial support opportunities for incoming and current students.

### **Indicators:**

- ★ More resources on the UMaineOnline Student Services page
- ★ Departments agree and want to help, offering ideas and resources
- ★ Students(online and on-campus) and staff aware of and access university resources

## **Goal: Increase online student's ties to campus**

### **Strategies:**

- ❖ Create a proposal and present to MaineCard office about allowing online students to receive a photo-id MaineCard.

- ❖ Share what is happening on campus and in Maine with students: Social Media will be posting regularly about all programs; Mass emails to online students reminding them where to find student resources and updating with new resources and news.
- ❖ Support the development of an Alumni Association for online students and connect students with Alumni groups
- ❖ Increase communication with online students (Follow-ups, Continued communication after acceptance, etc.) to decrease melt

**Indicators:**

- ★ Campus MaineCard is open to expanding options. Set up this system and sending info to students.
- ★ Student interactions increase.
- ★ Students join social media and alumni groups. (Twitter + FB + LinkedIn and network)
- ★ Students will remain engaged with advisors and faculty and follow through with enrollment and degree completion.

**Goal: Develop online orientation for Graduate Students with a specific section for online students**

**Strategies:**

- ❖ Work with Graduate School to develop online specific resources. i.e. registrar, self-help page, bursar, writing/tutoring center, counseling.
- ❖ Increase awareness of available support networks.
- ❖ Create and send out a survey to assess what was learned in the orientation and what other resources students want and need.

**Indicators:**

- ★ Students will experience a seamless online experience from inquiry to graduation, with information/resources that are easily accessible
- ★ Published/ posted online specific resources available for all students
- ★ Students utilizing services, retention increasing, decrease in IT calls/support

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who we are and what we do: they help us serve the people of Maine and people everywhere. We train the next generation of leaders to solve problems and promote solutions for the challenges we all face.

## **Goal: Improving the alignment between University of Maine bachelor's completion program and the workforce in our state**

### **Strategies:**

- ❖ Identify Maine's workforce needs.
- ❖ Grow strong collaborations with Maine government and businesses.
- ❖ Develop courses or concentrations to address those needs.
- ❖ Work with businesses that offer tuition support.
- ❖ Develop and provide new options for more diverse student and economic pathways, including scholarship and financial aid assistance.

### **Indicators:**

- ★ Students complete a bachelor's degree, have the skills needed for the workforce and graduate with low/no debt

## **Goal: Continue to Increase Enrollment and Brand Awareness**

### **Strategies:**

- ❖ Continue and grow marketing/advertising opportunities to grow our audience and develop target marketing.
- ❖ Expand social media communication and marketing.
- ❖ Research and implement how to best support and retain students, including additional support with advisors, university resources and retention specialists.
- ❖ Connecting with the community and state in person and via other communication options.
- ❖ Develop Communication streams that are personalized.

### **Indicators:**

- ★ Enrollment numbers will continue to make healthy gains and individuals will have a clear understanding of what the University of Maine (UMaineOnline) can offer and where to find information that is needed

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### **Goal: Grow our advocacy for increasing internet access throughout the state of Maine**

#### **Strategies:**

- ❖ Network with business, education, and industry to improve access.
- ❖ Lobby with Maine Legislature to improve internet access for all Maine residents.
- ❖ Improve opportunities for a more diverse socio-economic population.

#### **Indicator:**

- ★ More residents have broadband access; the ability to utilize online options

# Strategic Vision and Values Goals and Strategies- Frederick Hutchinson Center Team Feedback

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**GOAL: To continue to strengthen civic engagement through enhanced mentorship programs and relations with community business leaders and local governments.**

**Strategies:**

- ❖ Pinpoint leaders for mentorship availability at the local level, so outreach campuses and locations have more access to program availability as main campus.

**Indicators:**

- ★ Analysis of demographics.
- ★ Positive feedback from students and employers.
- ★ Reporting on program enrollment, and the programs' growth at outreach locations.

**GOAL: Provide curricular and co-curricular opportunities in communities where access to the University may be difficult or prohibitive.**

**Strategies:**

- ❖ Off-site pop-up events.
- ❖ Online and in-person outreach in collaboration with local services/agencies and schools.

**Indicators:**

- ★ Increased cooperation between the University and local agencies.
- ★ Increased awareness of University programs and events.
- ★ Increased enrollment in courses and participation in events.

**GOAL: Increase Student Accessibility to Basic Needs**

**Strategies:**

- ❖ Develop programs/committees to address food, housing, medical and childcare insecurities, and internet costs that affect the adult learner.

**Indicators:**

- ★ Measured student outcomes of policy application.

**GOAL: Increase the number of non traditional Students**

**Strategies:**

- ❖ Offer appropriate resources to former students to manage academic debt.
- ❖ Offer appropriate resources to former students to manage low GPA's.
- ❖ Develop appropriate partnerships with Maine Spark to engage social support and resources.

- ❖ Develop supportive pathways with legislature to create and develop resources/policies for marginalized nontraditional student groups.
- ❖ Offer appropriate career planning for nontraditional students as part of outreach.
- ❖ Embrace the CAEL principles for serving adults: additivity, assessment of learning outcomes, financing, life and career planning and outreach.
- ❖ Analyze student data to measure the nontraditional students' responses. Examine the views of the nontraditional student within the data collected as a separate set from the traditional student.
- ❖ Include adult learner issues as part of collected data.
- ❖ Curriculum to include the shift to a digital and information society to reflect appropriate technology and access and support for the adult learner.
- ❖ Develop PLAN to include credit and co-curricular (civic) recognition.
- ❖ To encourage adult learner UMaine participation, focus on badging to micro credentials that can roll into degree programs.
- ❖ Utilize partnerships to create transitioning pathways for adult students to enter UMaine.

#### **Indicators:**

- ★ Enrollment and favorable financial standing.
- ★ Enrollment and continued advancement toward degree attainment.
- ★ Referrals to supporting agencies and retention.
- ★ Established partners and policy change.
- ★ Degree attainment and career placement.
- ★ Measure of adult student climate and degree attainment.
- ★ Identification of differences between these groups and establish reasonable follow-up measures.
- ★ Identification of adult issues separate from “traditional” student populations
- ★ Syllabi including digital technology and support services.
- ★ Award of PLA credit. (Can be Goal 3 as well).
- ★ Number of adult students utilizing this pathway.

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**GOAL: Engage students, citizens, and businesses with issues and implications of rapidly changing climate so they can adequately adapt and mitigate effects.**

**Strategies:**

- ❖ Build bridges between departments and areas of expertise to work on large, creative, and innovative projects. Art + Computer Science or Engineering + Environmental Science.
- ❖ Request problems and projects from interested outside parties.

**Indicators:**

- ★ Active partnerships with the greater Maine community.

**GOAL: Identify and utilize innovative pedagogies/teaching strategies that encourage students to engage in independent academic exploration and support cooperative education experiences across degree programs.**

**Strategies:**

- ❖ Creation of cooperative education, internship, or assistantship requirements for all students
- ❖ Allow for student flexibility to partner with faculty to design minors or career pathways in areas of personal academic interest.

**Indicators:**

- ★ Economic development and employment growth.

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**GOAL: Apply University information resources and expertise to respond to state and local needs -- to help solve challenges facing communities and the state.**

**Strategies:**

- ❖ Establish and strengthen relationships with organizations and businesses.
- ❖ Align educational goals with community partner goals.
- ❖ Student projects with real world deliverables.
- ❖ Encourage student input and choice in these partnerships.

**Indicators:**

- ★ Communication to AND from partners.

**GOAL: Target University branding and promotion with emphasis on partnership in mind. The University should be promoted as a community unto itself, a partner with the local, state, national, and international communities.**

**Strategies:**

- ❖ Develop relationships with businesses, cultural organizations, and communities outside of Maine to broaden reach and exposure (global campuses, partner campuses, sister cities).
- ❖ Emphasize “partnership” and examples of relationships in promotional materials, website, press coverage, etc.

**Indicators:**

- ★ Expanded opportunities for UMaine students and faculty to engage with peers and to promote UMaine programs and experiences.

**GOAL: Develop partners with the industries that employ adult learners.**

**Strategies:**

- ❖ Examine the employers’ tuition programs through UMaine.
- ❖ Develop shared missions between UMaine and industry partners.
- ❖ Develop ROI on partnerships.
- ❖ Develop student stories to show student success.

**Indicators:**

- ★ Retention in the workplace and college.
- ★ Number of successful shared missions.
- ★ Degree attainment and raises after graduation.
- ★ Increase of employees and degree attainment.

## **GOAL: Embrace Diversity at UMaine.**

### **Strategies:**

- ❖ Develop equity across the curriculum.
- ❖ Develop student and employee policies that support and embrace diversity.
- ❖ Develop pathways that provide avenues for diverse populations and others to express and document their concerns without retaliation.
- ❖ Develop of architecture of inclusion.

### **Indicators:**

- ★ Syllabi inclusive of equity.
- ★ Provide avenues for diverse populations' feedback.
- ★ The identification of areas of concern.
- ★ From the identification through above feedback, establish a campus-wide inclusion plan.

# Strategic Vision and Values Goals and Strategies- College Success Programs Feedback

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### **GOAL: Increase college preparedness for K-12 students**

#### **Strategies:**

- ❖ Send staff from the Tutor Program, Financial Aid, Residential Life, the Hub, academic departments, and others to do presentations in high schools and work with guidance counselors regarding college preparedness.
- ❖ Sponsor College Experience Days, where high school students come to campus and experience a “day in the life” of a college student.
- ❖ Increase academic and non-academic camps and events on campus that target K-12 populations with a broad goal of increasing exposure to campus.

#### **Indicators:**

- ★ Increased retention rate among 1st-year students
- ★ Increased student GPAs
- ★ Increased applications and enrollment of Maine residents

### **GOAL: Increase non-cognitive skills of students**

#### **Strategies:**

- ❖ Offer a selection of 1 and 2-credit courses on topics like personal finance, personal responsibility and self-efficacy, study skills and organization, and others

- ❖ Produce and promote a series on online student testimonial videos around the topics of resiliency and growth-mindset
- ❖ Offer and promote academic skills workshops

**Indicators:**

- ★ Increased % of students taking 15 or more credits per semester
- ★ Decreased reliance on counseling services
- ★ Decreased incidents of student conduct issues
- ★ Increased overall student performance and success

**GOAL: Increase student success in gateway courses**

**Strategies:**

- ❖ Create a formal system by which students who are struggling in gateway courses such as calculus and chemistry can shift into preparatory courses within the same discipline instead of simply dropping or failing the course
- ❖ Hire non-research faculty positions whose primary job is to teach gateway courses; train those faculty in best practices within the discipline
- ❖ Coordinate among high-enrollment DWFL courses to avoid clustering of exams and projects for students in multiple gateway courses
- ❖ Review and modify 1st year curricula that requires students to enroll in multiple high-DWFL courses in order to reduce the stress those students experience in their first year

**Indicators:**

- ★ Reduced course withdrawals
- ★ Reduced full withdrawals from the university by 1st year students
- ★ Lower DWFL rates in gateway courses

**GOAL: Increase student interconnectivity and community participation**

**Strategies:**

- ❖ Create a “community hour” during the week when no classes are scheduled so that students can attend campus events during that time period

**Indicators:**

- ★ Increased student attendance at campus events

**GOAL: Develop a robust academic advising model that serves the needs of all students**

**Strategies:**

- ❖ Make quality advising a significant factor when considering tenure
- ❖ Create professional advising centers within each college so that all students have convenient access to academic advising

- ❖ Implement a set of required topics and experiences that span all 1st-year seminar courses
- ❖ Provide additional staff development opportunities that allow faculty and advisors to understand the current student

**Indicators:**

- ★ Reduction in the average number of semesters in which students complete their degrees

# Strategic Vision and Values Goals and Strategies- Conferences & Institutes Team Feedback

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## **GOAL: To expand non-credit continuing education and Summer University**

### **Strategies:**

- ❖ Expand relationship with Senior College.
- ❖ Increase the number of summer camp programs for learners of all ages.
- ❖ Begin to build non-credit continuing education programs.
- ❖ Better leverage the current UMaine CEU process by providing electronic badging and CEU transcripts thru new software
- ❖ Leverage campus assets to support State of Maine workforce development skills.

### **Indicators:**

- ★ Increased program diversity
- ★ Increased enrollment in non-credit programming
- ★ Better CEU identification
- ★ Increased C&I revenue
- ★ Increased number of visitors to campus

## **GOAL: Provide opportunities for learners of all ages to engage with the University**

### **Strategies:**

- ❖ Improve marketing efforts to increase access to University programs and facilities.
- ❖ Begin to build non-credit continuing education programs.
- ❖ Provide a safe learning environment for all.
- ❖ Mentor C&I student workers to have success in the classroom and prepare for the workforce.

### **Indicators:**

- ★ Increased attendance in programs and enrollments
- ★ Improved visitor feedback after engaging with the University

## **GOAL: To increase collaboration with campus units to expand offerings**

**Strategies:**

- ❖ Ensure that we have adequate resources to support growing conference programming, such as C&I staffing.
- ❖ Utilize surveys to gain data to improve customer service.
- ❖ Develop a strategy for a campus wide Summer University planning team.
- ❖ Improve campus collaboration between units to increase opportunities for learners.
- ❖ Research peer institutions and industry best practices - make sure we are on par or better.

**Indicators:**

- ★ Increased enrollment in programs, i.e. summer camps
- ★ Positive feedback from off campus guests
- ★ Increased revenue

**GOAL: Promote to the people of Maine and beyond UMaine innovation, activity, and accomplishments****Strategies:**

- ❖ Conduct mass marketing campaign to cast a wider net to highlight the impact of the University.
- ❖ Invest in software to inventory all off campus clients to provide marketing communication for future opportunities.
- ❖ Expand event portfolio on and off campus to amplify the brand recognition of the University.

**Indicators:**

- ★ Increased enrollment
- ★ Increased external funding
- ★ Increased positive news press for UMaine
- ★ Decrease silo with campus units
- ★ Increased positive feedback about UMaine from external constituents

**GOAL: To develop programming around workforce and state needs****Strategies:**

- ❖ Use benchmark data to survey and develop programming that meets state workforce needs.
- ❖ Collaborate with University partners and community stakeholders to increase synergies.
- ❖ Survey community partners for needs and support that the University can provide.

**Indicators:**

- ★ Report out on feedback from corporate leaders

- ★ Increase number of programs hosted by University

## **GOAL: To support increased workshops, conferences, and institutes by partnering with on and off campus constituents**

### **Strategies:**

- ❖ Establish partnerships with hospitals, businesses, non-profits.
- ❖ Establish partnerships with public schools and Maine Principals Association.
- ❖ Establish partnerships with state and local governments.
- ❖ Encourage Alumni to seek out UMaine as a venue for their corporate/business meetings.
- ❖ Build relationships and trust with campus faculty and departments.
- ❖ Increase awareness of the C&I services to support faculty research conferences, symposia, professional development and trainings.

### **Indicators:**

- ★ Increased number of events hosted by the University
- ★ Increased number of individuals that connect with the University multiple times per year for learning or enjoyment
- ★ Increased partnerships with campus units
- ★ Improved campus image of C&I
- ★ Increased number of research conferences

## **GOAL: To increase internal partnerships within UMaine**

### **Strategies:**

- ❖ Encourage more collaborative/cooperative communication between C&I and UMaine departments.
- ❖ Assist faculty and departments in promoting campus events.
- ❖ Strengthen partnership with all areas of the University including but not limited to: Machias, Darling Marine Center, Cooperative Extension /4H, and International Programs.
- ❖ Build relationships and trust with campus faculty and departments.
- ❖ Increase awareness of the C&I services to support faculty research conferences, symposia, professional development and trainings.
- ❖ Eliminate silo on campus.
- ❖ Advocate for more access to University facilities.

### **Indicators:**

- ★ Open up access to areas of campus to showcase the University
- ★ Increased marketing expenditure
- ★ Increased visitors
- ★ Increased cross-departmental teamwork
- ★ Increased interdepartmental revenues