Strategic Plan
Assessment

The Blue Sky Plan
2012 - 2017

September 27, 2017

Susan J. Hunter, President
Jeffrey E. Hecker, Executive VP for Academic Affairs & Provost
The Blue Sky Project:

**Brief History**

Created 2011-2012 Academic Year

**Process**

- **Planning Leadership Team**
  - 27 members
  - Faculty
  - Staff
  - Students
  - Administrators
  - Community members

- **Community Involvement**
  - 30 Information Sessions
  - 256 ideas submitted
  - 6,627 website visits

- **Other Constituents**
  - BOV
  - UM Foundation Board
  - UMAA Board
  - Pulp & Paper Foundation Board
  - 4-H Foundation Board
  - UMS Presidents
The Blue Sky Plan

5 Pathways

1. Serving Our State: Catalyzing Maine’s Revitalization

2. Securing Our Future: Ensuring Financial Sustainability

3. Embracing a Culture of Excellence: Promoting Spirit of Community and Collaboration

4. Transforming Lives: Strengthening the UMaine Undergraduate and Graduate Experience

5. Restoring the Dream: Renewing Pride and Stewardship of Place
I will focus my efforts in three major areas. The first is continued implementation of the initiatives defined by the Blue Sky Strategic Plan.

… it became the new operating model of the institution. Strategic plans often end up on the bookshelf, but not this one…

- Susan Hunter, July 2014
Benefits of the Evaluation Process

- Lay groundwork for next strategic plan
- Celebrate successes
- Understand shortcomings
- Learn from the process
### The Blue Sky Plan: Steering Committee

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
<th>Title/Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair</td>
<td>Jeffrey Hecker</td>
<td>Provost</td>
</tr>
<tr>
<td>Co-Chair</td>
<td>Michael Scott</td>
<td>Faculty Senate President</td>
</tr>
<tr>
<td>Members</td>
<td>Jake Ward</td>
<td>VP for Innovation &amp; Economic Development</td>
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<tr>
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<td>Jeffrey Mills</td>
<td>President, University of Maine Foundation</td>
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<td>Monique LaRocque</td>
<td>Associate Provost for Lifelong Learning</td>
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<td></td>
<td>Kenda Scheele</td>
<td>Assistant VP for Student Life &amp; Sr. Associate</td>
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<td>Dean of Students</td>
</tr>
<tr>
<td></td>
<td>Stewart Harvey</td>
<td>Executive Director, Facilities &amp; Capital Management Services</td>
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</tbody>
</table>
### Pathway 1: Serving our State

**Jake Ward** (Chair), VP for Innovation & Economic Development  
**Ivan Manev**, Dean, Maine Business School  
**Todd Gabe**, Professor, School of Economics  
**Jason Bolton**, Associate Extension Professor  
**Jason Charland**, Director of Grant Development  
**Heather Leslie**, Director of Darling Marine Center  
**Philip Hamilton**, BOV Member

### Pathway 2: Securing our Future

**Jeffrey Mills** (Chair), President, University of Maine Foundation  
**Claire Strickland**, Chief Business Officer  
**Dana Humphrey**, Dean, College of Engineering  
**Grant Miles**, Associate Professor of Management  
**Jonathan Rubin**, Professor of Economics, Director Margaret Chase Smith Policy Center  
**Sarah Doheny**, Director of Student Financial Aid  
**Nate Briggs**, BOV Member

### Pathway 3: Embracing a Culture of Excellence

**Monique LaRocque** (Chair), Associate Provost for Lifelong Learning  
**Tim Reagan**, Dean, College of Education & Human Development  
**Larry Lewellen**, VP for Human Resources  
**Cindy Isenhour**, Assistant Professor of Anthropology  
**Darren Ranco**, Chair, Native American Programs  
**Lynn Coutts**, Sr Assoc Director of Athletics  
**Kathy Olmstead**, BOV Member

### Pathway 4: Transforming Lives

**Kenda Scheele** (Chair), Assistant VP for Student Life & Senior Associate Dean of Students  
**Emily Haddad**, Dean, College of Liberal Arts & Sciences  
**Mary Mahoney O’Neil**, Associate Dean, College of Education & Human Development  
**Farahad Dastoor**, Lecturer in Biological Sciences  
**Elizabeth Allan**, Professor of Higher Education  
**Silverio “Ace” Barrera, Jr.**, Associate Director for Events, Office of Undergraduate Admissions  
**Owen McCarthy**, BOV Member

### Pathway 5: Restoring the Dream

**Stewart Harvey** (Chair), Executive Director, Facilities & Capital Management Services  
**Fred Servello**, Dean, College of Natural Sciences, Forestry & Agriculture  
**Jeff St. John**, Senior Associate Provost for Academic Affairs  
**Heather Hamlin**, Assistant Professor of Aquaculture  
**Patti Miles**, Associate Professor of Management  
**Tim O’Neil**, BOV Member
Guiding Principles

- Engage UMaine community
- Mine existing data
2017 Timeline

The Blue Sky Plan:

- **Jan-Feb**: Develop a plan
- **March-May**: Pathway teams
- **June-Aug**:Aggregate data
- **Sept-Nov**: Engage community
- **December**: Produce a report
The Task

5 pathways

43 Initiatives

40 Strategies

Pathway

What actions were taken in support of the initiatives?

What are relevant outcomes?

The Approach

Focus on initiatives

Why?
- Pathways are broad
- Strategies not intended to be exhaustive
- Some strategies altered as context changed and opportunities developed
Serving Our State: Catalyzing Maine’s Revitalization

- Enhance our impact on economic and social fabric of Maine
- Continue to match and more closely align UMaine research strengths
- Align technology and educational programs with Maine’s economic development needs
- Reaffirm and integrate the core goals of a liberal arts education in community/culture with innovation and economic development
- Prepare UMaine graduates for Maine’s future workplace needs
- Increase commercialization and number of small businesses developed as a result of technology spin-offs
- Enhance UMaine organizational support for promoting regional economic impact
- Use our resources to highlight Maine’s rich cultural heritage, and relate arts and humanities better to economic development
- Continue to increase support for signature strength areas
- Identify, promote and invest in key emerging growth areas
Serving Our State: Catalyzing Maine’s Revitalization

1. Enhance UMaine organizational support for promoting regional economic impact
   - Elevated leadership of Office of Innovation and Economic Development to cabinet level vice president position
   - Created University of Maine Research Foundation

2. Use our resources to highlight Maine’s rich cultural heritage, and relate arts and humanities better to economic development
   - Secured private gifts to create the McGillicuddy Humanities Center

3. Continue to increase support for signature and emerging strength areas
   - Identified UMaine’s signature and emerging areas through transparent engaged process
   - Reallocated funds to create 22 faculty lines in signature and emerging areas
2. Securing our Future: Ensuring Financial Sustainability

- Establish a new administrative unit under a new Vice President centered on enrollment management
- Improve student retention rates by 5%, and four- and six-year graduation rates by 10%
- Work to reduce administrative overhead costs per student full-time equivalent
- Increase total income from UMaine research and development initiatives
- Increase sales and service revenue
- Create a strong culture of philanthropy
- Grow the percent of private and capital gifts as a percent of total revenues
- Improve alignment and strategic effort of advancement partners
- Prepare for a new and bold comprehensive campaign
Securing our Future: Ensuring Financial Sustainability

- Establish a new administrative unit under a new Vice President centered on enrollment management
  - Recruited largest entering first year class in UMaine's history in 2016 and again in 2017
- Improve student retention rates by 5%, and four- and six-year graduation rates by 10%
  - Launched Think 30 initiative resulting in 6% increase in number of students entering their second year with 30 or more credit hours
  - Four-year graduation rate improved 7%
- Improve alignment and strategic effort of advancement partners
  - Development Office merged with University of Maine Foundation
  - Major fundraising partners now sharing Advance donor database
- Increase sales and service revenue
- Create a strong culture of philanthropy
- Grow the percent of private and capital gifts as a percent of total revenues
- Increase total income from UMaine research and development initiatives
- Prepare for a new and bold comprehensive campaign
  - Campaign feasibility study completed. Public phase of campaign to be launched in October 2017
3. Embracing a Culture of Excellence: Promoting Spirit, Community and Collaboration

- Strive for 100% brand awareness of UMaine quality and impact in the state of Maine
- Harness the goodwill, time and talents of our alumni
- Strengthen the organization for, and reaffirm the campus engagement with, Athletics
- Encourage and value diversity through our uniquely diverse community members
- Create and sustain a continuous culture of community engagement
3. Embracing a Culture of Excellence: Promoting Spirit, Community and Collaboration

- Strive for 100% brand awareness of UMaine quality and impact in the state of Maine
  - Created Brand Standards and Branding Tool Kit to facilitate branding
  - Created Communicators Network
- Create and sustain a continuous culture of community engagement
  - Carnegie classification renewed in 2015
  - Created the Flagship Internship program
  - Created the Engaged Black Bear initiative
  - Enhanced community service programs (e.g., Day of Service)
  - Created Coordinator of Community Engagement position

Pathway Initiatives & Accomplishments

The Blue Sky Plan:
Transforming Lives: Strengthening the UMaine Undergraduate and Graduate Student Experience

• Prioritize and support programs to increase student success and job placement
• Make international and/or cross-cultural opportunities central to the undergraduate experience
• Establish outcome-based, campus wide assessment of academic programs
• Improve and adapt the General Education curriculum
• Increase the number of externally funded undergraduate students involved in research
• Continue to develop the unique quality of the Honors College
• Explore new opportunities to enhance the residential life experience
• Enhance e-learning quality
• Increase the number of graduate students funded by assistantships and fellowships
• Develop graduate certificate programs
Pathway Initiatives & Accomplishments

Transforming Lives: Strengthening the UMaine Undergraduate and Graduate Student Experience

4. Establish outcome-based, campus wide assessment of academic programs
   - Created the Office of Assessment. Director has worked with every academic department on plans for evaluating student learning outcomes

Increase the number of externally funded undergraduate students involved in research
   - Created the Center for Undergraduate Research (CUGR)
   - Through CUGR have increased funding for undergraduates in research

Continue to develop the unique quality of the Honors College
   - Converted faculty lines from non-tenure to tenure-track
   - Created new tenure-track faculty position

Enhance e-learning quality

Increase the number of graduate students funded by assistantships and fellowships
   - Added six centrally funded graduate assistantships
5. **Restoring the Dream: Renewing Pride and Stewardship of Place**

- Revitalize the brick-and-mortar infrastructure critical to fulfilling UMaine’s flagship mission
- Continue to build annual budgeted investments to fully fund appropriate levels of maintenance and renewal in campus upbeat and beautification
- Employ progressive capital construction delivery methods
- Develop a long-term plan to restore and use buildings effectively in the campus historic district
- Adopt and implement a five-year information technology plan
- Continue to implement sustainable initiatives to meet University’s Climate Commitment
Restoring the Dream: Renewing Pride and Stewardship of Place

- Revitalize the brick-and-mortar infrastructure critical to fulfilling UMaine’s flagship mission
  - Created the Cassidy Capital Markets Training Lab
  - Completed redesign and renovation of Marketplace
  - Created sustainable process for identifying and prioritizing Paint & Polish projects

- Develop a long-term plan to restore and use buildings effectively

- Continue to implement sustainable initiatives to meet University’s Climate Commitment
  - Created President’s Council on Sustainability
  - Established UMaine Zero-Waste Committee
The Blue Sky Plan:

**Fall Campus Conversations**

Bangor Room, Memorial Union
9 am – 10 am

<table>
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<tr>
<th>Date</th>
<th>Pathway</th>
<th>Topic</th>
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<tr>
<td>Oct. 4</td>
<td>Pathway 1</td>
<td>Serving our State</td>
<td>Jake Ward, Chair</td>
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<tr>
<td>Oct. 11</td>
<td>Pathway 3</td>
<td>Embracing a Culture of Excellence</td>
<td>Monique LaRocque, Chair</td>
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<td>Oct. 19</td>
<td>Pathway 2</td>
<td>Securing our Future</td>
<td>Jeff Mills, Chair</td>
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<tr>
<td>Oct. 25</td>
<td>Pathway 4</td>
<td>Transforming Lives</td>
<td>Kenda Scheele, Chair</td>
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<tr>
<td>Nov. 8</td>
<td>Pathway 5</td>
<td>Restoring the Dream</td>
<td>Stewart Harvey, Chair</td>
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www.umaine.edu/president
The Blue Sky Plan: Format for Forums

Prior to Forum
- List of Initiatives and Accomplishments
- www.umaine.edu/president

At the Forum
- Review Initiatives and Accomplishments
- Discussion / Questions
  - What else has been accomplished related to this Pathway?
  - Are these initiatives still relevant?
  - Considering the Pathway’s broad goals, how else might this work be advanced?

After the Forum
- Web-based input available
- Recording available
Fall Campus Conversations

The Blue Sky Plan:

- **Oct. 4** Pathway 1 Serving our State
  Jake Ward, Chair

- **Oct. 11** Pathway 3 Embracing a Culture of Excellence
  Monique LaRocque, Chair

- **Oct. 19** Pathway 2 Securing our Future
  Jeff Mills, Chair

- **Oct. 25** Pathway 4 Transforming Lives
  Kenda Scheele, Chair

- **Nov. 8** Pathway 5 Restoring the Dream
  Stewart Harvey, Chair

Bangor Room, Memorial Union
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