

University of Maine
Blue Sky Plan Status

PATHWAY 3

**EMBRACING A CULTURE OF EXCELLENCE: PROMOTING SPIRIT, COMMUNITY AND
COLLABORATION**

“We will refresh and reintroduce the unique UMaine brand to our many constituencies on campus and externally across the state, region, nation and the world. Our communication and outreach efforts will be thoughtful, strategic and consistent, and we will recruit key constituencies to help us advance our mission and achieve our vision. We will plan with intent to grow a culture of continuous engagement among our campus citizens and community partners. Our teaching and research enterprise will increase its stature and footprint in expanding the boundaries of knowledge as measured by interdisciplinary collaborations, publications, public dialogue and disciplinary impact. We will continue to strategically and creatively hire world-class faculty who further these boundaries and provide the best possible education to future leaders. We will celebrate and materially reward criteria-based achievement among our faculty and staff by increasing resources for professional development, and creating a structured means for providing training and incentive opportunities. Our plan aims to reward excellence and energize our faculty and staff, who are the key to shaping UMaine’s future and establishing a high-quality workplace. Following this Pathway will result in a more engaged and interactive UMaine campus with our constituencies by creating an effective communication infrastructure to build community and streamline best practices. Also, appropriately rewarding hardworking faculty and staff and promoting morale will help us to recruit and retain the best and brightest employees to advance UMaine.”

Pathway 3 Initiatives and Assessments

- 1. Strive for 100% brand awareness of UMaine** quality and impact in the State of Maine among all constituencies by clarifying our reputation for excellence in research, teaching and public service.
 - Promoted Signature and Emerging Areas of Excellence in numerous venues, including throughout the UMaine community, the UMaine website, and press releases.
 - Launched a major “Think 30” campaign both internally and externally to parents and students to encourage students to graduate in 4 years.
 - Launched Flagship Match program and highlighted UMaine both in and out-of-state

- Marketing and Communications created Brand Standards and Branding Tool Kit to facilitate branding of the university.
- UMaine's homepage was redesigned for optimal institutional positioning and marketing.
- Created Communicators Network
- Redesigned print and online editions of UMaine Today. Some of the magazines video segments are being offered to the Maine Public Broadcasting Network for airing.
- 150th Anniversary branding, including pole banners, posters, website, and Open University Day as part of Homecoming.
- Displayed ads in Portland Jetport focused on UMaine's statewide partnership in economic development and student recruitment.
- Improved internal communications and communications with Board of Visitor members and legislative representatives by introducing weekly UMaine news alerts with top news and institutional priorities.
- The UMaineOnline platform was launched including a new and comprehensive website: <https://online.umaine.edu> and a new logo. "Be a Black Bear from Anywhere!"

2. Harness the goodwill, time and talents of our alumni through consistent, strategic communication, outreach and engagement efforts, particularly in the areas of increasing student internship and career networking opportunities.

- The UMaine Alumni Association (UMAA) expanded its publication and distribution of the MAINE Alumni Magazine: introduced new digital communications newsletters, and expanded presence on social media. The magazine is distributed two times per year to more than 54,000 households and individuals and posted on the website as a digital "flipbook."
- UMAA's newsletter, "Bear Tracks," is now sent monthly to over 44,000 email addresses of alumni, friends, and employees.
- In 2016, UMAA revamped its off-campus programming in Maine and elsewhere, doubling the # of event attendees over the previous year.
- In 2017, UMAA hosted a formal Reception for Legislators at The Senators Inn in Augusta, at which UMaine's President, alumni leaders, and presiding officers of the House and Senate spoke. Attendees included approximately 40 legislators as well as alumni and student ambassadors.
- In 2016, UMAA revamped 4 major activities: Reunion, Homecoming Weekend; Alumni Achievements Awards program, and the Distinguished Maine Professor Award and annual dinner, which saw significant increases in attendance over previous years.
- Reestablished a presence on other social media platforms, especially LinkedIn, and connected to more than 15,000 alumni through our various LinkedIn networks.

- In two years, UMAA doubled its following on Facebook. They now have over 4,600 followers and are adding followers every day. They post at least one fresh message (accompanied by an image or video) at least five times per week year-round.
- During the academic year, UMAA sends out email announcements twice per month featuring the recipients of two recognition awards that the Alumni Association sponsors: the "Faculty Excellence Award," which honors a faculty member whose work has contributed to UMaine's national reputation for excellence; and the "Dirigo Award," which recognizes an undergraduate student who exemplifies the academic and civic ideals of UMaine. Each email goes out to more than 44,000 individuals (for a total of more than 88,000 emails monthly) regarding these awards. We started these two awards programs in September 2016.
- In the spring of 2017, a cohort of 19 students participated in the Flagship Internship. During a week-long orientation before their internships started, students traveled the state to learn more about the business environment and practiced leadership skills. Throughout the summer, students participated in mentoring, networking, and social events to build their professional networks while deepening their affinity for Maine.

3. Strengthen the organization for, and reaffirm the campus engagement of, Athletics, promoting our role as the state's only Division I school.

- Launched the first ever Athletics/Alumni publication (to be produced annually), which includes the 5 strategies developed under the Strategic Vision for the Department of Athletics (i.e. Maine's Team; Academic Achievement; Innovative Leadership; New Resources, and Expectations of Excellence)
- Partnered with IMG, a national leaders in ticketing and marketing, which will connect the Black Bear brand to our fans.
- Streamlined Athletics funding structure under one umbrella naming it the "Alfond Fund."
- Complete restructuring of Athletics' volunteer organization, which is now called The Alfond Fund Ambassadors.
- Created signature events to better involve our donors as well as our volunteers, which will enhance our student athlete experience as well as our donors, volunteers and fans. Inaugural event was the Alfond Golf Classic held on Belgrade Lakes Golf Club in August, 2017
- Improved digital presence online with ESPN3 and America East TV
- Improved Black Bear brand in southern Maine with events in Portland such as hockey and football along with women's ice hockey, baseball and softball.
- Created a student athlete leadership group and named it Elite 13. This group will partner with the Student Athlete Advisory Committee, an NCAA Division 1 national program. The mission will be to enhance the total student-athlete experiences by

advancing opportunity, protecting student-athlete welfare, teaching leadership and championing a positive student-athlete image.

- Student Athlete Department wide GPA of over 3.0 in 2016-2017
- Continued expansion of the Faculty Liaison program
- Developing a Mental Health initiative to better improve the student athlete experience beginning Fall 2017. This initiative, made possible by the NCAA Distribution of funds, will include partnerships with campus counseling services, community outreach professionals, preventative programming as well as psychological and psychiatric services.

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4. Encourage and value diversity through our uniquely diverse community members by tangible programming of UMaine multicultural groups, including international programs.

- Since 2016, the Wabanaki Center and Native American Studies are co-located in Corbett Hall, resulting in broader institutional partnerships between UM and tribal communities in partnerships for youth science education and mutually beneficial research relationships.
- LGBTQ Services was recognized with the Community Partner Award by Equality Maine for its partnership in co-sponsoring and hosting the spring 2016 Equality Maine Youth Conference. This award is given to businesses and organizations that go above and beyond in the service of equality.
- Celebrated students through campus-wide events and initiatives including Coming Out Week, Gay Thanksgiving, Transgender Day of Celebration, Day of Remembrance, Pride Week and Lavender Graduation.
- Provided Spanish/English interpreting services to the Bangor Housing Authority as a part of a community outreach.
- Organized a Diversity Week focused on educating the campus on diversity and providing a means of celebration in various venues. Events included slam poetry, educational tabling, a gallery dedicated to "Faces of Diversity", panel discussions, and our most successful FesTEAval events.
- Hosted annual Hunger Banquets jointly with the African Student Association. The main objective of this signature program is to raise awareness about the issues of hunger and poverty locally as well as globally, and serves as a charitable event to raise funds donated to a local community organization supporting initiatives combating food insecurity.
- The Office of Multicultural Student Life (OMSL) conducted extensive outreach to International Students by hosting International Coffee Hour on several occasions during the semester and also coordinating programs with the Intensive English Institute with the aim of integrating IEI students into the larger campus community.

- Franco American Programs began an after-school French program for local K-6 children. Classes are taught by Franco American Studies minors, French majors, and local francophones.
- The Center for Community Inclusion and Disability Studies administered and funded more than 11 projects and initiatives and in FY16 was awarded over \$1M in extramural funding.
- The ADVANCE Rising Tide Center—originally supported by a \$3.2M, 5-yr grant, and whose primary purpose is to implement faculty support initiatives to increase the percentage of women faculty in science, technology, engineering and mathematics (STEM), and social and behavioral sciences (SBS) fields—transitioned in 2016 to institutionally funded support, showing UM’s commitment to the goals of the Center.
- UMaine hosted The Mandela Washington Fellowship program. This flagship program of the Young African Leaders Initiative (YALI), empowers young leaders from Sub-Saharan Africa through academic coursework, leadership training, and networking opportunities. The Fellowship provides these outstanding young leaders with the opportunity to hone their skills at a U.S. institution of higher education, with support for professional development after they return home.
- The Office of International Programs (OIP) has supported more than double the number of applications from international students over the last 5 years.
- OIP has expanded its services to include: orientation programs for incoming students, help moving into dorms early, an orientation course through the first 6 weeks of the Fall semester, individualized immigration check ins, H1B workshops, practical and instructional practices training, academic advising for students with GPA of less than 2.0, international student graduation dinner. There are also programs for students with families at U Park.
- UMaine is comprised of about 650 international students on campus and about 1200 students identify as non-white.

5. Create and sustain a continuous culture of community engagement, consistent with, and as stimulated by, the Blue Sky Project, led by members of the UMaine community through innovative approaches and venues that bring together people from diverse corners of campus to share current projects, best practices and accomplishments.

- The Bodwell Center for Service and Volunteerism substantially grew its student community engagement. As an example, the volunteer hours for the Welcome Weekend Day of Service more than doubled from 2012-2017.
- Bodwell Center worked with 49 student organizations. 5,285 students served 103 local community partners throughout the academic year and logged over 21,000 volunteer hours.
- Obtained 2 grants totaling \$3,500 to support a meal-packing event in honor of the MLK Day of Service. A \$3,000 grant was received from the Corporation for National and Community Service through Iowa Campus Compact, and a \$500 grant was received from the 2016 Maine Hunger Dialogue.

- Black Bear Mentors logged over 2226 support hours through individual meetings and activity participation with their mentees and 12 tutors supported 1728 hours of educational support.
- Annual blood drives for the American Red Cross netted 517 pints donated.
- Operation of the Black Bear Exchange served 60 clients on a regular basis with 37 of those new to our service. Over 4500 individual food items were dispensed over the academic year.
- OFM collaborated with EO, HR, SEM, Auxiliary Services, and other campus departments to provide services such as blood pressure clinics, fire extinguisher training, and health program meetings for its personnel.
- OFM, UMPD, SEM, and other members of the campus community established a high performance Emergency Operations Center (EOC) team charged with responding to and managing campus emergencies as they arise.
- The CCA was utilized by a variety of groups and organizations for both performance and non-performance based activities, including the New Student Orientation, Accepted Student Days, Open House, Percussion Concerts, Yuletide, U.S. Army Field Band, International Student Dance Festival, Nursing School Pinning, MLTI Conference, Francis Crowe Ceremony, Business School Lecture, Cohen Lecture, and Student Affairs Leadership Training.
- UMaine centers and departments continue numerous Community Partnerships. The following is a small sampling of some of the areas that have collaborations with the external community:
 - Rise Center
 - The Mitchell Center for Sustainability Solutions
 - Rising Tide Center
 - Center for Community Inclusion and Disability Studies
 - Advanced Structures and Composite Center
 - Cooperative Extension
 - The Katherine M Durst Child Development Learning Center
 - Forest Bioproducts Research Institute Partners
 - Bodwell Center
 - Foster Center for Innovation
 - Maine Business School
 - Penobscot River Education Partnerships
 - Conley Center
 - Earth Science and Climate Change Institute
 - The Center on Aging
- UMaine's Carnegie Community Engagement classification was renewed in 2015
- Created the Engaged Black Bear initiative
- Enhanced community service programs (e.g. Day of Service)
- Created Coordinator of Community Engagement position.

- Eighty-five Social Work students invested over 36,900 hours in service to 70+ agencies, and eight Master's of Social Work students conducted community-based research projects on topics such as child abuse, substance- affected infants, and teen pregnancy.
- The Conley Center provided services to the university community and the surrounding public while collaborating with off-campus professionals in 18 schools and healthcare settings to serve people with speech, language or hearing disorders.
- Earth Science and Climate Change Institute faculty collaborated with the Maine Center for Disease Control to develop regional-scale climate models for exploring local climate change and airborne disease vectors in Maine.
- Department of Electrical and Computer Engineering offered \$10,000 in scholarships and helped organize the 11th Maine Learning Technology Initiative conference, attended by 1,200 teachers and students.
- UMaine's NSF-EPSCoR Track III Storm Water Project sponsored 60 high school students and 15 teachers from Bangor, Portland, Auburn and tribal communities for a week of learning and training in STEM fields.
- The College of Education and Human Development partnered with 19 public school districts to improve student learning through the Penobscot River Partnership.
- The Maine Business School and Net Impact, a student group, partnered with several businesses and nonprofits on sustainability- related projects and initiatives.
- The Honors College spearheaded the Sustainable Food Systems Research Collaborative, bringing together faculty, students and community partners to identify and address problems in the food system.
- UMaine's graduate students served the community through charitable works donations, outreach, service and teaching.
- The annual GradExpo showcased cutting-edge student research and creative achievement for the campus and the public.
- UMaine Cooperative Extension hosted the first Maine Food Summit, bringing together food producers and processors, NGOs, business owners and other community members interested in Maine's dynamic food system. These partners are influencing the Maine Food Strategy, a collaborative planning effort to make Maine more food independent and reduce food insecurity.
- Cooperative Extension's 4-H Engaging Youth, Serving Community Program continued to create youth-adult partnerships through community projects. This year, five teams of 224 young people and 97 adults devoted a combined 8,669 hours toward solving community problems.
- UMaine's Senior Companion Program, 121 volunteers helped 469 isolated or homebound seniors remain independent and in their homes. A recent study by the School of Economics showed that the program produces a minimum cost savings of \$4.6 million annually.

- The Fogler Library Special Collections staff worked with representatives of the Passamaquoddy and Penobscot tribes to develop collaborative plans for preserving tribal histories.
- Partnering with staff in the College of Education and Human Development, Fogler Library received a \$43,000 IMLS grant for a Literacy to Go project to help local libraries and schools encourage early childhood literacy.
- CLAS and the Office of Sustainability received a Maine Campus Compact Davis Educational Foundation grant (Campuses for Environmental Stewardship) to embed service-learning pedagogy into courses on Environmental Stewardship.
- CLAS supported the Maine Science Festival, where over 4,500 people visited the VEMI lab's demonstration area. ; VEMI is led by Computing and Information
- Science professor Nicholas Giudice.
- Since its opening, the Emera Astronomy Center presented Planetarium shows to over 5,500 visitors, including over 3,250 children.
- Chemistry faculty members and graduate students participated in the Expanding Your Horizons program, which brings middle school girls to campus, and continued to host the EPSCoR High School Summer Research Program, which offers high school students the opportunity to participate directly in cutting-edge research with faculty teams.
- The Maine Humanities Center continued to establish itself as the face of humanities in higher education in Maine, including an annual Humanities summit in Augusta. A public humanities celebration in downtown Bangor, a humanities-themed issue of Maine Policy Review, and 2 conferences on indigenous languages for academics and practitioners of language revitalization efforts—all conducted with collaborators across the university and the state.
- Members of the Political Science Department shared their expertise on elections and other topics in a total of 105 media interviews.

5. Working through the new leadership of the Department of Human Resources, and with our faculty and staff leadership, effectively and efficiently address:

-Our organizational structure to support the academic and research agendas in a more efficient and contemporary manner using incentives to reward college- and unit-based initiatives.

-Resources for criteria-based professional achievement.

-Staff professional development with training and incentive opportunities, including pursuit of on-campus educational opportunities.

-Faculty development opportunities in key growth areas.

NOTE: The context for this initiative has changed as HR was centralized under the University of Maine System in 20

Some of the ways, UMaine has continued to support faculty and staff are the following:

- Colleges sponsor annual awards/recognition ceremonies to honor their faculty and staff. . Over the past several years, more resources have been invested in these events.
- In 2015 the Office of the Vice President of Research and Dean of the Graduate School organized a university-wide “Maine Celebrating Scholarship Event” which recognize the research and creative achievement of more than 80 faculty members. A similar event is being planned for Spring 2018.
- Continuation of Presidential Awards to acknowledge significant contributions in teaching, research and service: Presidential Outstanding Teaching Award; Presidential Research and Creative Achievement Award; Presidential Public Service Award.
- Chancellor’s Award for Excellence in Teaching.
- Increased resources invested in Signature and Emerging Areas efforts.
- HealthyU partnered with Cutler Health Center and the Recreation Center to provide various health-improvement workshops and programs, including Sande Curtis, FNP’s How to Protect Yourself Against Lyme Disease, the Employee WorkFit Program, the Wellness Walk Program, Fitness Hooping Events, and the Employee Express Fitness Class.
- Achieved 100% completion rate for employee evaluations, a remarkable improvement from pre-2011.
- Facilitated development and implementation of the Blue Sky Faculty Fellows Program, a model for UMaine faculty development.
- In FY14, provided staff development opportunities for 1,399 employees (a 14% increase over FY13).
- Designed and delivered a robust university-wide, New Faculty Orientation program and a faculty mentoring program.
- HR has invested resources and support in clarifying tenure and promotion process.
- In FY17, the Provost launched a committee for Chair and Director Training to help support the professional development of this group of academic leaders. Similar undertakings have been launched at the College level.
- The Rising Tide Center offers a robust schedule of professional development opportunities and events designed to support faculty, in particular women faculty in STEM areas.
- The new Center for Innovation in Teaching and Learning (CITL), through year-round workshops, training, and individualized consultation, supports faculty teaching and integrating teaching and research.