



STRATEGIC VISION and VALUES:

A Strategic Framework for the University's Future





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Vision

The University of Maine transforms lives through research, teaching and public service.

Values

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.

Discovering and Innovating

As Maine's land grant and sea grant research university, we discover and 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.

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 the arts, science, industry, commerce, and state and local government for the present and future betterment of all.



Goals

Goal 1:

We will support and grow Maine's economy through new discoveries and by building a workforce whose members are engaged in their communities and prepared for lifelong success.

1.1 We will welcome and support all learners and engage them in experiential learning.

- 1.1.1 We will support timely progress to graduation.
 - 1.1.1.1 *First-Year Student Success Plan*
- 1.1.2 Our curricula will prepare undergraduate and graduate students for success by aligning tailored academic pathways with the skills needed to thrive in a range of career contexts.
 - 1.1.2.1 *Reconceptualize general education curriculum to align with this goal*
- 1.1.3 Authentic experience in research, scholarship and/or creative activity will be part of every undergraduate's experience.
 - 1.1.3.1 *Expand course-based undergraduate research experience*
 - 1.1.3.2 *Align priorities of the Center for Undergraduate Research with this goal*
- 1.1.4 We will offer a range of educational programs to our diverse learners, including noncredit, professional development programs, badges and other microcredentials.
- 1.1.5 We will ensure access for qualified learners and reduce student debt.
- 1.1.6 We will expand production of students with graduate-level credentials to meet workforce needs in Maine and beyond.

1.2 We will create new knowledge and apply innovative research and scholarship to enrich lives.

- 1.2.1 We will mobilize our expertise and resources to create new knowledge and to solve pressing societal problems through research, development and engagement.
 - 1.2.1.1 *Research and Development Plan*
- 1.2.2 We will move new products from concept to commercialization, growing economic sectors and creating new markets in Maine and beyond.
- 1.2.3 We will produce graduates prepared to contribute to the knowledge, innovation and creative economy.
- 1.2.4 We will grow and diversify the doctoral education and research enterprise at UMaine, in partnership with stakeholders and collaborators, including other UMS campuses.

Goal 2:

We will continue to provide accessible and affordable education, research and service through processes that ensure effectiveness, efficiency and quality.

2.1 We will grow and advance partnerships to catalyze the cultural, economic and civic future of Maine and beyond.

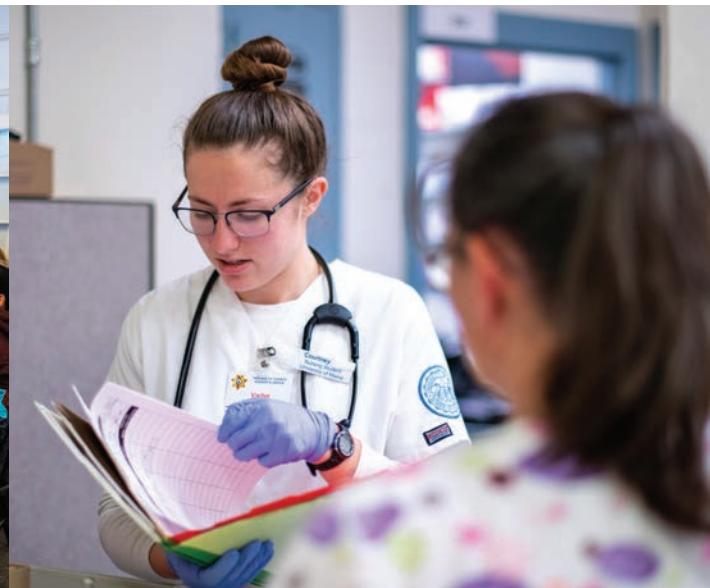
- 2.1.1 We will collaborate with stakeholders, taking advantage of individual and collective strengths to address needs, innovate for the future and bring about positive change.
- 2.1.2 We will build UMaine's reputation as an easily accessible and highly desirable partner to apply creativity and innovation to solve problems for Maine businesses, K-12 education, industry and the state.
- 2.1.3 We will align research and academic resources in cross-campus partnerships to expand opportunities for students and communities throughout Maine.

2.2 We will optimize management of our infrastructure and enhance it to support the realization of our vision.

- 2.2.1 We will be a national leader in sustainability in higher education.
- 2.2.2 We will manage our "footprint" to maximize the efficiency of space utilization
- 2.2.3 We will develop a budgeting process that is responsive and transparent, aligns resources with strategic priorities, and creates incentive/reward structures that support advancement toward university goals.

2.3 We will communicate effectively with all stakeholders.

- 2.3.1 We will develop an organizational structure that supports coordinated communication with internal and external stakeholders.
- 2.3.2 We will develop processes for coordinating marketing strategies.
- 2.3.3 We will work with the University of Maine System to develop coordinated government relations strategies.



Goal 3:

The university will be a rewarding place to live, learn and work by sustaining an environment that is diverse and inclusive, and fosters the personal development of all its stakeholders.

3.1 We will be recognized as a great place to work in Maine.

- 3.1.1 We will be a welcoming and inclusive community where every viewpoint and every person is respected and diversity is embraced.
- 3.1.2 We will ensure that all employees have opportunities for professional development.
- 3.1.3 We will ensure that our policies and practices support work-life balance, and foster and facilitate a diverse workforce.

3.2 Students will form a lifelong relationship with the university.

- 3.2.1 We will ensure that all students have opportunities to engage in the life of the university outside of the classroom.
- 3.2.2 We will sustain a culture in which supportive interactions between faculty/staff and students are the norm.

Process

The Strategic Vision and Values Framework is a living document that will serve to guide the university over the next five years. Two parallel sets of processes will ensure that the university pursues its goals in ways that are consonant with its vision and values.

The university's vision, values and goals will serve as the foundation for strategic decision-making. Units will be expected to develop goals within the framework and budget decisions will align with the goals. Units will specify what actions they will take to support advancement toward the goals, articulate the metrics that will be used to measure progress and report on these metrics annually.

In addition to the framework serving as a guide to strategic thinking within the university's formal structure, a parallel process will be implemented whereby there will be periodic calls for proposals for new ideas for strategies and actions that support advancement toward the goals. In this way, the university will be responsive to changing contexts, and poised to capitalize on opportunities while remaining true to its vision and values.

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