



Reimagining the University

Three-year Strategic Plan

2021-2024

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DRAFT

PRESIDENT'S FORWARD

Dear Friend of Our University:

The Plan you are holding marks a new beginning for our University.

After more than 150 years of significant contribution to our region, our state, and beyond, we have stepped back, taken a good, hard look at ourselves, and produced a plan that meets our challenges head on, makes the most of our opportunities, and gives us the chance to transform our University into the institution we know it can be.

Our strategic plan directly addresses difficult issues that have historically kept us from being what we can be. We will set clear expectations, establish meaningful accountability, make data-informed decisions, commit to objective measures of excellence, advise and mentor with consistency and quality, collaborate across disciplines and campuses, and develop the campus-wide financial literacy needed to run successfully an enterprise entrusted with substantial state, student, and donor funding. We have responded to the seriousness of these challenges by setting a timeline of just three years, with specific milestones and objective measures of success fixed for each year. At the same time, our plan looks beyond the next three years, and lays the foundation for what comes after.

The key concepts binding the many elements of our plan together are simply stated. The three-year timeline has already been noted. In addition, the plan integrates with the University's budget, to ensure coordinated progress towards our goals. We have focused on the most critical issues, addressing financial unsustainability, the perceived lack of alignment with the University of Maine System, declining enrollment, a mismatch between student population and faculty size, erosion of state funding, limited donor support, and destructive competition with other campuses. We have set clear goals and created an architecture for success. We need to take advantage of the opportunities created by Unified Accreditation to provide our students with the benefits of a big university in a small-school setting, and we intend to act on all of these things through a revamped organizational structure.

As we said when we started this work, we wanted our Plan to take into account the thoughts, concerns, recommendations, analyses, and perspectives of as many people as possible, both on campus and beyond. And while we worked hard to be as inclusive as possible, our goal was not a plan to which no one could object – the lowest common denominator – but one that represented the best of our thinking and charted the path forward most likely to guarantee UMF the future it deserves. I believe our Plan meets that definition of success.

Now the truly hard work starts. Our Strategic Plan is a roadmap, a series of goals and objectives, with clear outcomes intended for each of three years. But it will be up to us to act on those goals, meet those objectives, and achieve those outcomes – to make them actually happen. Without the wholehearted commitment and engagement of our faculty, staff, alumni, students, and other stakeholders, as well as the support of the Board of Trustees and System administration, our Plan will remain just that – a plan.

I firmly believe the care, concern, and genuine love and affection shown towards UMF during the strategic planning process are all positive signs of how committed we are making our plan a reality. It won't be easy, and it won't be quick. It will require us to look at things fresh and understand and embrace the world we face today. But it will also give us the chance to make UMF the best possible version of itself and the most complete realization of what it can be. That is a goal worthy of the work, and I look forward to sharing the task with you.

[Signature]
Dr. Edward Serna

OUR MISSION

As a premier teacher education and public liberal arts college for the state of Maine, the University of Maine at Farmington prepares students for engaged citizenship, enriching professional careers, and an enduring love of learning.

More than 150 years ago, Maine established what would later become the University of Maine at Farmington to educate teachers who would bring literacy and knowledge to the state. Over the years, that task of educating educators became broader, more complex, and more demanding. In time, another dimension would be added to the University's charge: as a public institution, to use the liberal arts to create knowledgeable, thinking Mainers contributing to the work and civic life of their communities.

As these two tasks have over the years become more demanding, UMF has responded by strengthening its own capabilities, but also by reaching to build partnerships with its community, its region, the state, its sister institutions, and the business and industries that rely on UMF for the human capital needed in a modern economy. This strategic plan both builds on this legacy, but also brings new dimensions and initiatives to the work. The University is making a new beginning, but its reason for being, and the urgent need to meet that responsibility of service to the individual and to the community, remain.

OUR VISION

We believe UMF's success is grounded in a vigorous tradition of education in service to the public interest. Embracing this tradition without reservation, we seek to graduate individuals who will live purposeful, ethical, and personally rewarding lives, and who will strengthen the social fabric of the communities they inhabit in Maine and beyond. We know our success in realizing that vision depends upon our ability to preserve continued, affordable access to quality higher education.

The University's focus is on both undergraduate and graduate education delivered in a supportive residential setting. UMF also welcomes commuter students and continuing education opportunities where regional and statewide needs correspond with areas of academic strength in the University. Through its focus on high quality academic programs in the arts and sciences, teacher education, and selected professional fields, the University challenges students to be active citizens in a campus community that helps them find and express with confidence their own voices, teaches them the humility to seek wisdom from others, and prepares them for ongoing explorations of how knowledge can be put to use for their personal benefit and the common good.

Across our programs, academic rigor is nonnegotiable, as is a commitment to experience-based learning that illuminates theoretical understandings of different disciplines and the relationship of those studies to a rapidly changing world. An ethic of civic-mindedness and individual and collective duty to foster positive

social change is realized through the practice of liberal learning and a recognition that innovation, collaboration, and service with community partners is fundamental to the educational enterprise.

We also believe in a university that is intimately connected with, and committed to maintaining, that physical world it inhabits. UMF’s sense of place is shaped by the aesthetic, environmental, recreational, and intellectual heritage of the western Maine region. The bounty of the landscape and the locale contributes materially to a range of academic fields at UMF, to the exciting diversity of the extra- and co-curricular life of the University, and to our reciprocal relationships in support of the important work of our neighbors in western Maine. To fulfill its complementary responsibilities to its community, the region, and the State, the University also reaches out to national and international domains to broaden students’ educational experience and assure that they are well prepared for employment and citizenship in contexts that are richly diverse and global. We never forget where we came from and what we have accomplished, but our eyes, our thoughts, and all our work are focused on the future.

OUR CORE VALUES

At UMF we have principles and ideals that guide our daily actions. These are our Core Values. These values reflect the mission, purpose, philosophy, and beliefs of the University. As individual contributors, we also strive to ensure our personal values align with UMF’s. For us, the Core Values describe our actions when no one is looking. Living UMF’s Core Values every moment of every day helps us create and maintain a culture of success.

Diversity, Equity, and Inclusion	Innovation	Collaboration	Resilience	Global Perspective
We value all our people and embrace our differences as we remove barriers, promote equity, and respect, and provide resources to think critically and make us stronger.	We consistently search for new and exciting processes, methods, and ideas to positively infuse innovation into everything – our culture, curriculum, campus workplace, and student experience.	We build strength through creative innovation, entrepreneurship, research, intellectual curiosity, free and open discourse, and partnerships in everything we do.	We change and adapt, transform and are creative to meet the ever-changing needs of the University, those who work and study there, and society beyond the campus boundaries, to help ensure the well-being of all.	We have a global mindset, and we recognize that we live in a globally connected world with enormous possibilities that we seek to pursue.

OUR DESIRED OUTCOMES

In charting our path forward, the University's many stakeholders identified specific essential outcomes supporting our Mission, furthering our Values, and reflecting the collective commitment of all stakeholders, whatever their individual position and perceptions, to advancing the Values that define the institution.

Align UMF with the System and System Universities

UMF believes that its membership in the University of Maine System is an asset of inestimable worth. UMF will realize the benefits of that asset by eliminating barriers that keep the University from connecting to and working seamlessly with the System and partnering with its sister universities to minimize duplicative specialized programs and allow each institution to focus on what it does best, pursuing collaborative initiatives that foster more learning opportunities for students and more options for creative and meaningful research by faculty.

Shape UMF as a Unique “Value Add” to the System

In the same way that UMF sees its membership in the System as an asset, the University seeks to bring unique value to the System. This means focusing on UMF's strengths while recognizing that other System universities likewise have capabilities to which the University should defer. UMF believes that it brings two areas of unique value to the System. The first is education – the training of teachers and the increased professionalization of the disciplines involved in teaching and education administration – which builds on more than 150 years of institutional academic knowledge and practical experience. The second is liberal arts, where UMF will draw on decades of work to reimagine the curriculum to meet the expectations of the state, the needs of students, and the realities of contemporary work and society.

Leverage Existing UMF Assets and Strengths

In endeavoring to bring unique value to the University of Maine System, UMF can draw on numerous assets and strengths. After almost two centuries of existence, UMF is deeply rooted in Maine's public higher education fabric. Likewise, UMF is an educational and economic anchor, major employer, and economic engine for Western Maine. Among other assets: a faculty and staff deeply committed to strong support of students, accomplished alumni, a campus that offers the intimacy of a small residential school experience, while also providing access to all the opportunities of a big university, numerous cultural and athletic activities, and the availability of a range of outdoor activities in settings of natural beauty. All these elements combine to offer a world where education can be pursued in a nurturing and supportive environment. Most important, UMF has the benefits conferred by leadership, faculty, and staff committed to meaningful change, a willingness to challenge long-held precepts about what should constitute a modern education, and an insistence above all to putting the needs and futures students first.

Acknowledge and Address UMF Weaknesses and Threats

UMF also knows that real progress cannot be made without a candid admission of weaknesses and threats and the adoption of specific, proportional, and effective actions to address both. The most significant issue in this regard is the University's four-credit system. Often cited as evidence that UMF is an unwilling member of the University of Maine System, the criticism has intensified with adoption of Unified Accreditation. UMF believes that if it transitions from a four- to a three-credit system, it will directly address this perception. Even more important, that transition would open the door to multiple opportunities: for example, to undertake curricular redesign around ideas such as graduate 4+1 programs. It would also facilitate even closer collaboration with UMF's sister universities by creatively reimagining program curriculum and delivery and increasing synergy among disciplines. Similarly, UMF has also been seen as unwilling to address an untenable financial deterioration. But now the University has acknowledged the seriousness of its position and fashioned a multi-year plan that both eliminates the problem and diminishes the likelihood of its recurrence. Finally, UMF has seen declines in enrollment without corresponding reductions in faculty size. By drawing on the capabilities of its sister universities, UMF can over time and with minimum disruption address the issue of faculty size, while actually expanding the learning opportunities for students. In these and other areas of concern, UMF has adopted a clear and simple approach: acknowledge the problem, analyze its causes, and fix it.

Be Recognized for Ensuring Student Success

UMF believes that the driving reason for its existence is to provide an education for students that equips them for success both as workers and citizens. All University initiatives must be subsumed to that purpose. This means understanding the needs of the students UMF targets for recruitment. It also means ensuring, once those students are on campus, that they receive the customized attention needed to support the fullest possible realization of their potential. It means creating a curriculum where critical thinking is not just a phrase, but the capstone to a well-defined series of skills, where the future needs of students at their work and in their communities are heeded. It means ensuring that students have the technological and basic life literacy skills to thrive in an increasingly fast-paced world where individuals are more and more thrown on their own resources. It also means that we will tirelessly work to improve, expand, and institutionalize community and civic engagement as a foundational, sustained learning experience for all UMF students through curricular, co-curricular, and other activities. We will also implement a continuum of supportive services that facilitate student development, not just while they are on campus, but at each stage of their lives and careers, and thus strengthen their lifelong bonds with the University. UMF will ensure student success by preparing students for the world as it is. And it will do so on a hand-crafted basis: one student at a time.

Increase Enrollment

UMF will increase enrollment through a series of well-defined, disciplined steps. First, the University will determine the student profiles of those it seeks to recruit: for example, the first-generation college-bound, transfers from other universities or community colleges, regional residents, returning learners, and commuter students. Second, UMF will determine what the actual size of each of the candidate populations actually is, and the most important requirements to recruit them effectively. Third, the University will offer the financial aid packages most likely to attract students. Fourth, the University will leverage assets such as its location, athletics program, and cultural offerings. Fifth, UMF will take these steps in the context of pipelines it will create with school districts, community colleges, and employers of students aspiring to a college degree. These pipelines will create a feeder system where potential candidates are identified and cultivated early on. At the same time, UMF will do more to engage faculty, staff, students, and alumni in the recruitment process. Following these steps will result in a strategic enrollment plan designed to address projected enrollment for the University over the next three years.

Extend Regional, State, National, and Global Impact

UMF has value standing on its own, greater value when it integrates, collaborates, and works synergistically with sister universities, and greater value still when it has impact on its immediate Farmington community, on the region of Western Maine, the state of Maine, New England, the whole of the nation, and beyond. The University is an integral part of the greater Farmington community and opens its doors to the public through the Fitness and Recreation Center, Mainely Outdoors, Athletics, Alumni Theater, and the Emery Community Arts Center. Students are placed in internships and practicums across the state and beyond. Increasing this impact will be accomplished in many ways. For instance, UMF will seek to draw a diverse student body that reflects not just race, gender, ethnic background, economic condition, and socio-political perspective, but also a broader geographic reach. The University will also enhance its connections to alumni, with special attention to those at greater distance from the campus who might otherwise be overlooked. At the same time, UMF will encourage its faculty and staff to volunteer within community, regional, state, and national organizations that both foster individual development and advance awareness of the UMF brand. Expanded research work will likewise be encouraged. And UMF will reach out to business and industry leaders, as well as Maine's political leadership, to identify opportunities for UMF to contribute useful research and programs advancing mutually beneficial goals. Intertwined with all these efforts will be the embrace our foundational role as an anchor institution that aligns current projects and future opportunities for innovative and intentional partnerships that enhance economic prosperity.

Cultivate Greater Stakeholder Support

UMF embraces the need for friends and supporters to ensure its success. This starts with understanding what stakeholders with a vested interest in the University expect. The State of Maine, for instance, had specific reasons and goals in establishing publicly funded institutions of higher learning, including UMF. Those expectations must be met if UMF is to secure and retain state support – and funding. Another stakeholder group is the Board of Trustees, which has set out specific expectations UMF must meet to win and keep their help and support. The list of stakeholders does not stop there, however. Students, faculty, staff, alumni, current and potential employers, the Farmington community, and the Western Maine region – all of these groups have a stake and interest in UMF, stakes and interests that the University must take into account if it is to gain and increase support for its efforts. This will require constant communication, close listening, and a willingness to hear even the less pleasant things that others have to say. Finally, UMF must have a clear sense of what it needs to ask of its stakeholders. UMF must draw on the natural human desire to help – when asked, when the request is reasonable, and the person asked sees the value of the request.

Achieve Long-Term Financial Sustainability and Growth

Long-term financial sustainability and growth will not be the starting point for UMF's work, but its result. Each of the foregoing focus areas, addressed successfully, will be a brick in building a university edifice of enduring financial sustainability and reliable, beneficial growth. Aligning UMF with the System, identifying and pursuing UMF's unique "value adds," and partnering with sister universities to offer a wide-ranging curriculum that might otherwise require substantial increases in faculty, are components of a package designed to provide first-rate educational opportunities with affordable operational costs. Focusing on ensuring student success as UMF's reason for being increases the likelihood that UMF will achieve enrollment levels that boost revenues from tuition, housing, food, and ancillary services, resulting in a stronger balance sheet. Addressing weaknesses and threats will in many cases reduce corresponding financial risk and exposure. Expanding the University's impact and doing more to cultivate stakeholder support are critical first steps towards expanding access to grants, private donor contributions, and System support, as well as undertaking a capital campaign. Among the anticipated outcomes of these actions will be: five percent annual revenue growth, with thirty percent of that revenue growth committed to improving facilities and infrastructure. The precept is simple to state, if difficult to execute: a great university, managed with planning and discipline, a commitment to results, and the persistence to achieve them, will find its finances strong and its prospects for growth and advancement bright.

GOALS & OBJECTIVES

Goal 1: Student Engagement and Success

UMF intends to be known for providing its students with all the benefits of a small school distinguished by excellent advising and mentoring, engaged faculty and staff, and a robust campus life, along with all the opportunities afforded by membership in the University of Maine System, thus equipping graduates with lifetime critical thinking, technological, and practical skills that will ensure their economic futures and their ability to contribute as professionals and citizens.

- **Objective 1.1: Student Success** | Promote academic access and success for all students, with special consideration for underrepresented, rural, first-generation, and other underserved students.
- **Objective 1.2: Experiential Learning** | Provide a full array of experiential learning opportunities that align with our mission and benefit the UMF community.
- **Objective 1.3: Innovative Curriculum** | Pioneer an educational experience for students that integrates interdisciplinary curricula across the University and with UMF's sister institutions.
- **Objective 1.4: Retention and Graduation Rates** | Strengthen efforts through use of data to advise, retain, educate, and graduate a diverse body of students who meet current and anticipated workforce needs.
- **Objective 1.5: Diversity, Equity, & Inclusion** | Foster a culture of inclusion whereby people of all backgrounds who live, learn, and work at UMF feel welcome and valued.
- **Objective 1.6: Campus Life** | Enhance the student experience through meaningful engagement with all aspects of campus co-curricular, cultural, athletic, and social activities.

Goal 2: Community Engagement

UMF will engage with all of the communities of which it is a part: the campus community, bringing together faculty, students, staff, and alumni to create a trusting, mutually supportive team working towards the same goals; the System community, cooperating and collaborating actively with sister universities and System leadership to realize the goal of an educated citizenry; and local and regional communities, working with them to strengthen the collective social and economic health of Farmington, western Maine, and the State of Maine.

- **Objective 2.1: Advancement & Alumni Engagement** | Promote a culture among alumni, affinity groups, community partners, and current or major potential donors that builds a reliable source of funding to support the University's vision and goals.

- **Objective 2.2: Internal & External Communications** | Enhance and sustain an infrastructure that facilitates, supports, and coordinates effective internal and external communications, including promotion and marketing.
- **Objective 2.3: External Partnerships** | Enhance and build new partnerships with community, business, and governmental organizations in support of our mission.
- **Objective 2.4: Regional Economic Development** | Serve as an “Anchor Institution” and contribute to the economic health and overall well-being of the community and people we serve.
- **Objective 2.5: Brand Awareness** | Establish a communications program emphasizing the accomplishments of our students, alumni, faculty, and staff, and how these reflect and reinforce the University’s core values.

Goal 3: Sustainability and Growth

UMF will use a disciplined, data-informed, and strategic approach to all actions, be transparent in the management of the financial resources with which it has been entrusted, take responsibility for making smart choices on the use of assets, avoid delay in making necessary decisions, and regard itself as the trustee not just for the present day, but for the years to come, measuring success not on where the University is today, but where it will be as it enters its third century.

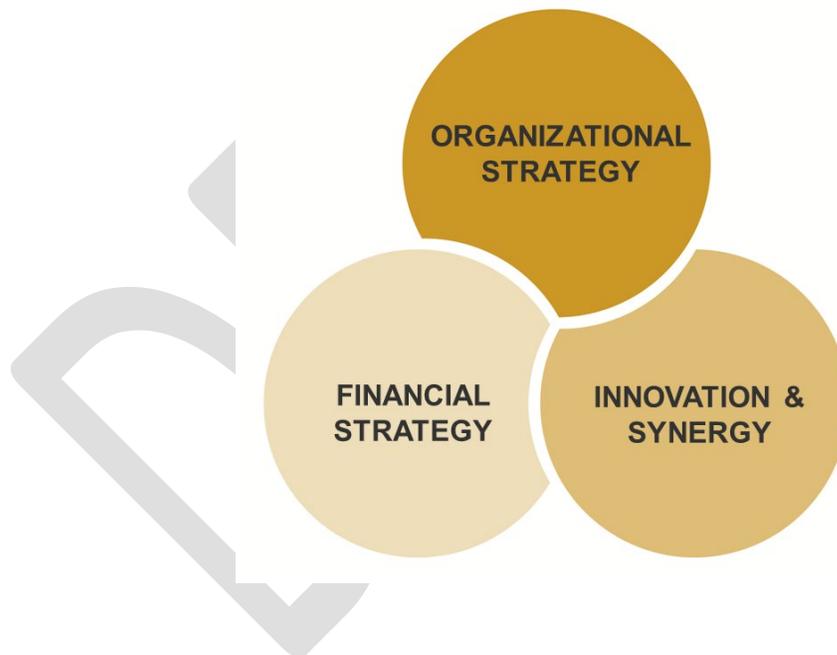
- **Objective 3.1: Increase Enrollment** | Achieve a robust and diverse enrollment portfolio of students – traditional full-time undergraduates, part-time and online students, and nontraditional and graduate students -- while enhancing access, affordability, and academic quality.
- **Objective 3.2: Financial Stewardship** | Deploy our financial resources with intentionality to deepen our commitment to achieve and maintain long-term fiscal sustainability.
- **Objective 3.3: Planning & Decision Making** | Increase campus support of university decision-making at all levels through inclusive, intentional, and transparent planning and decision-making.
- **Objective 3.4: System Alignment** | Improve alignment with the University of Maine System through curricular collaboration with other campuses and pursuit of designated subject matter leadership.

WHAT MAKES THE PLAN UNIQUE?

A Strategic University versus a University with a Strategic Plan



Our plan is not a static document, merely a snapshot taken at a moment in time. Instead, it puts in place a continuous process of evaluation, change, and action that will push the University ahead of the competition and master market uncertainties by creating a process to *Sense* opportunities, *Shift* resources, and *Seize* the advantage. Our tailored strategic framework aligns organizational, financial, and innovation and synergetic strategies to achieve the UMF's goals and objectives.



Building on Assets and Strengths

In crafting our Plan, we have not only acknowledged our weaknesses, but have drawn deeply on our current assets and strengths: long-time leadership in preparing Pre-K through 12 teachers, a commitment to creating a public liberal arts institution, a small campus in a physically attractive setting, faculty and staff who prioritize advising and mentoring students, residence houses more tightly integrated into all aspects of the student experience, robust athletic and cultural opportunities, and the opportunity for collaboration across the Maine System created by Unified Accreditation.

Clarifying Structural Framework

UMF will pursue the Plan’s three goals within a structural framework that better focuses and clarifies its mission. That structural framework will have three parts: an expanding School of Education, Health, and Rehabilitation, building on long-standing programs and taking an even more prominent role in matters of education with the System, the state, and nation; a reimagined college of the liberal arts, with a reconfigured approach that brings the University’s programs into the needs and demand of the world as it is today; and a group of organizational units furthering the University’s collaborations with the local and regional communities, private colleges and universities, community colleges, and business and industry, for purposes of economic development, job creation, and advancing experiential learning for students. In the Plan’s first year, UMF will initiate implementation of this longer-term element by completing and acting on the results of an organizational design review.

Three-Year Timeline with Milestones

Our Plan responds to the severity of the challenges facing the institution by embracing the need for action, setting an initial timeline of just three years, and establishing specific milestones and objective measures of success for each year. At the same time, the Plan is forward facing, building a foundation for what will follow those first three years.



Integrated Annual Budgeting and Planning Processes

In the same way that a budget must be prepared annually, strategic planning as envisioned for UMF will be an annual task, evaluating the progress made in the current year, setting the goals, objectives, and desired outcomes for the next twelve months, and parceling out responsibility for the work to be done to the various departments, divisions, offices, and programs. Most important, this annual planning cycle will

interlink with the annual budgeting process, so that the budget reflects the University's plans and funds them adequately, while the plans themselves take appropriate notice of the financial realities with which the institution must deal.

At the same time, while the University intends an *annual* planning cycle that aligns with an *annual* budgeting cycle, neither will be just a once yearly affair. Using milestones and objective measures of performance, the University will constantly monitor progress, make adjustments as needed, and constantly collect information for use in improving the effectiveness of the next budgeting and planning cycles.



Cultural Framework for Action and Accountability

Our strategic plan candidly addresses difficult issues of campus culture that historically have hindered organizational performance, setting clear expectations, making it clear where responsibilities lie, establishing meaningful accountability with appropriate consequences, committing to data-informed decisions, evaluating performance with objective measures of excellence, advising and mentoring with quality and consistency, collaborating across disciplines and campuses, and developing campus-wide financial literacy that brings greater reality to University initiatives.

A Note on Implementation

Our strategic plan comprises many parts. But while they are each distinctive and discreet, none of them stands alone. Our plan is a mosaic made of many pieces; all of them relate to each other, each of them is necessary for the success of all. Focusing on structural innovations or cultural imperatives will not yield desired outcomes unless the objectives involved in the Goal of Student Engagement and Success are also achieved. Nor will the plan succeed unless it takes into account all the elements that constitute the University: not just the academics, but also the cultural offerings, campus life, athletic programs, the surrounding community and region, and the physical environment. Likewise, what has been previously accomplished – as in the partnerships already formed with other UMS campuses – must not be ignored but built upon.

This 360° approach will succeed because our plan creates clear lines of sight from the overarching goals of the University – Student Engagement and Success, Community Engagement, and Sustainability and Growth – through the objectives to achieve them and the outcomes that are the end purpose. As individual departments develop their individual plans for achieving those outcomes, they will have before them, thanks to the three University-wide Goals, a clear statement of the desired end state. Every action will be tested by asking whether it will ultimately support one, two, or all three of those Goals. It also means that every element of the Plan matters. No part can be slighted without diminishing the whole.

DETAILED OBJECTIVES, TACTICS AND OUTCOMES

Goal 1: Student Engagement and Success

Objective	Outcomes
Objective 1.1: Student Success Promote academic access and success for all students, with special consideration for underrepresented, rural, first-generation and other underserved students.	<ul style="list-style-type: none"> » Established success metrics that measure relevant data for students participating in UMF courses, renews annually (Fall 2021) » Increased student Retention & Graduation Rates (Fall 2023) » Revised UMF course scheduling model (Fall 2021) » A robust online, hybrid and flexible high demand programs to serve the diverse needs of current and prospective students (Spring 2022) » Having attracted, retained, and developed highly qualified and diverse faculty, staff, and administrators (Ongoing)
Objective 1.2: Experiential Learning Provide a full array of experiential learning opportunities that align with our mission and benefit the UMF community.	<ul style="list-style-type: none"> » College career fairs/reverse career fairs to assist students in workforce placement, renews every semester (Fall 2022) » Enhanced relationships mutually beneficial to both the university and community stakeholders (Ongoing) » Expanded experiential learning opportunities through increased campus-based options and partnerships with prospective employers (Ongoing) » Increased number of degrees and certificates awarded among interdisciplinary graduate programs (Fall 2022) <ul style="list-style-type: none"> • Transcript eligible EL opportunities completed by UMF students • Students completing two or more transcript-eligible EL opportunities • Number and total dollar value of scholarships awarded to support student participation in EL opportunities
Objective 1.3: Innovative Curriculum Pioneer an educational experience for students that integrates interdisciplinary curricula across the University and with UMF's sister institutions.	<ul style="list-style-type: none"> » Faculty and Staff having worked together create an environment of excellence (Ongoing) » An educational experience for students that embraces innovation and integrates interdisciplinary curricula across the university (Fall 2023) » Increased interdisciplinary collaboration and co-creation of joint academic programs (Ongoing) » Expanded Online and Distance Learning programs (Fall 2021) » Increased access to UMF courses and certificates for lifelong learners and non-traditional students (Fall 2023)
Objective 1.4: Retention and Graduation Rates Strengthen efforts through use of data to advise, retain, educate, and graduate a diverse body of students who meet current and anticipated workforce needs.	<ul style="list-style-type: none"> » Established success metrics that measure relevant data for students participating in UMF courses, renews annually (Fall 2021) » Increased student Retention & Graduation Rates (Fall 2023) » Revised UMF course scheduling model (Fall 2021) » A robust online, hybrid and flexible high demand programs to serve the diverse needs of current and prospective students (Spring 2022) » Having attracted, retained, and developed highly qualified and diverse faculty, staff, and administrators (Ongoing)
Objective 1.5: Diversity, Equity, and Inclusion Foster a culture of inclusion whereby people of all backgrounds who live, learn, and work at UMF feel welcomed and valued.	<ul style="list-style-type: none"> » A University-wide Diversity, Equity, and Inclusion Strategic Plan (Fall 2022) » Implement programs that are geared towards fostering an inclusive environment (Fall 2022) » Measure progress in diversity, equity, and inclusion across the University (Summer 2022)
Objective 1.6: Campus Life Enhance the student experience through meaningful engagement with all aspects of campus co-curricular, cultural, athletic, and social activities.	<ul style="list-style-type: none"> » Increased options for all students to participate in campus life outside the classroom (Fall 2022) » Greater student engagement and campus activity awareness (Fall 2022) » Optimized Center for Student Development to enhance information dissemination for future and current students (Fall 2021) » Increased number of student organizations and participation by hosting two events per year, renews annually (Fall 2022) » Enhanced student campus experience, supported by quality housing, dining, recreation, health, safety and administrative services (Ongoing)

Goal 2: Community Engagement

Objective	Outcomes
<p>Objective 2.1: Advancement & Alumni Engagement Promote a culture among the alumni, affinity groups, community partners, and current or potential major donors that builds a reliable source of funding to support the University's vision and goals.</p>	<ul style="list-style-type: none"> » A vibrant and engaged Alumni network (Fall 2023) » A more robust, nimble, and creative advancement operation (Ongoing) » Maintained status as one of the most affordable and financially accessible institutions of higher education in Maine (Ongoing) » A comprehensive stewardship plan to increase donor engagement and continued giving (Fall 2023) » Raise capital to renovate our existing campus by making a compelling case for UMF's future (Fall 2023) » Increased retention of alumni in the region to heighten UMF's impact on the local workforce and economy (Fall 2023)
<p>Objective 2.2: Internal & External Communications Enhance and sustain an infrastructure that facilitates, supports, and coordinates effective internal and external communications, including promotions and marketing.</p>	<ul style="list-style-type: none"> » Refreshed "UMF brand" with internal and external stakeholders (Ongoing) » Having more efficiently communicated UMF's activities in the community both internally and externally (Ongoing) » Increased transparency among students, faculty, staff and administration (Ongoing) » Improved Intra- and Inter-departmental communication systems (Fall 2021) » Effective academic community engagement among faculty and staff (Ongoing)
<p>Objective 2.3: External Partnerships Enhance and build new partnerships with community, business, and governmental organizations in support of our mission.</p>	<ul style="list-style-type: none"> » Enhanced and developed existing and new partnerships (Spring 2022) » Conducted site visits to businesses relevant to academic programs (Ongoing) » Expanded opportunities for professional development, research, and internships (Spring 2022)
<p>Objective 2.4: Regional Economic Development Serve as an "Anchor Institution" and contribute to the economic health and overall well-being of the community and people we serve.</p>	<ul style="list-style-type: none"> » Strengthened UMF partnerships with the City of Farmington and surrounding communities (Fall 2022) » Created, developed, and expanded academic programs relevant to the community (Fall 2023) » Competitive athletics program and prepare student athletes for academic and lifelong success (Ongoing) » Engaged regional community stakeholders to advance the local quality of life and enhance learning, research, and civic engagement (Ongoing) » Capitalized on the University's location as a programmatic strength and assets (Ongoing)
<p>Objective 2.5: Brand Awareness Establish a communications program emphasizing the accomplishments of our students, alumni, faculty, and staff, and how these reflect and reinforce the University's core values.</p>	<ul style="list-style-type: none"> » Clearly articulated the purpose of Education programs and promote greater alignment within the Liberal Arts curriculum (Fall 2021) » Conducted comprehensive campaign to communicate UMF identity to campus, local, regional, and national stakeholders (Fall 2021) » Expanded and highlighted distinctive programs that emphasize community impact, service learning, creativity, and environmental stewardship (Spring 2022) » Increased economic development in the region (Fall 2021) » Improved quality of life in the region (Ongoing)

Goal 3: Sustainability and Growth

Objective	Outcomes
<p>Objective 3.1: Increase Enrollment Achieve a robust and diverse enrollment of students -- traditional full-time undergraduates, part-time and online students, and nontraditional and graduate students -- while enhancing access, affordability, and academic quality.</p>	<ul style="list-style-type: none"> » Increased enrollment to 1750 FTE students (Fall 2023) » Created and reinforced recruitment, retention, graduation and diversity goals of each represented program(s) (Fall 2021) » Maintained affordable tuition and UMF degrees accessible (Ongoing) » A seamless transfer for students from two-year programs to transfer to UMF (Fall 2022) » Enhanced relationships with area Pre-K-12 education systems and community colleges (Ongoing)
<p>Objective 3.2: Financial Stewardship Deploy our financial resources with intentionality to deepen our commitment to achieve and maintain long-term fiscal sustainability.</p>	<ul style="list-style-type: none"> » Enhanced the finance and budgeting processes (Ongoing) » Increase financial resources, enhance physical facilities, employ cost-effective technology, and adopt sustainable practices (Ongoing) » Improved facilities and continued maintenance and growth of university infrastructure (Fall 2022) » A long-term plan for facilities and infrastructure that supports student growth (Fall 2021) » Balanced revenue streams, support research, and encourage public and private investment (Ongoing) <ul style="list-style-type: none"> • Increased revenue for student programs • Increased philanthropy • Increased assets & services • Increased grant revenues
<p>Objective 3.3: Planning & Decision Making Increase internal & external support of university decision-making at all levels though inclusive, intentional, and transparent planning and decision-making.</p>	<ul style="list-style-type: none"> » A robust culture of evidence and innovative organizational design while making data-informed decisions (Spring 2022) » A flexible, collaborative infrastructure to collect, store, analyze, and share data to inform institutional planning and decisions (Ongoing) » Effective infrastructure for synchronous and asynchronous teaching (Fall 2023)
<p>Objective 3.4: System Alignment Improve alignment with the University of Maine System through curricular collaboration with other campuses and pursuit of designated subject matter leadership.</p>	<ul style="list-style-type: none"> » Increased strategic collaborations between UMF and other UMS institutions (Ongoing) » Greater emphasis on research and grant pursuit opportunities for faculty and students (Spring 2022) » Improved institutional agility and innovation by aligning student credit hour requirements, curriculum, class scheduling, staff and faculty with University of Maine System (Fall 2023) <ul style="list-style-type: none"> • Increased total enrollment • Increased total graduation rate • Increased persistence rates • Increased enrollment in distance education courses • Increased financial giving to the Office of Advancement » Increased opportunities for personal and professional development (Ongoing) » Stronger support from the State of Maine as primary funder (Ongoing)