Reimagining the University
Townhall
Friday, March 12, 2021
Key Items

I. Overview
II. Path Forward
III. What Makes the Plan Unique
IV. Abbreviated Glossary
V. Core Values
VI. Desired Outcomes
VII. Goals & Objectives
VIII. Questions & Feedback
The Path Forward: Next Steps

- **Plan Socialization & Board of Trustees Approval**
- **2021-22 Budgeting and Planning**
  - Determination of 2021-22 Objectives & Outcomes
  - Preparation of 2021-22 Departmental Tactical Plans

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**2022-23 BUDGETING AND PLANNING IMPLEMENTATION**

**2022 - 23 BUDGETING AND PLANNING**

**DETERMINATION OF 2022 - 23 OBJECTIVES & OUTCOMES**

**PREPARATION OF 2022 - 23 DEPARTMENT TACTICAL PLANS**

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What Makes the Plan Unique
A Strategic University versus a University with a Strategic Plan

To move from an organization with a strategic plan → To a strategic organization → That consistently thinks and acts strategically
Fundamental Principles

Adopt a tailored strategic framework that aligns organizational, innovative, and financial strategies to help achieve the institution’s goals and objectives.
Three-Year Timeline with Milestones
Integrated Annual Budgeting and Planning Processes
Abbreviated Glossary
Values are an organization’s collective conceptions of what is considered good, desirable, and proper, or bad, undesirable, and improper. The test for whether those stated values are in practice observed or ignored is what behaviors the organization incentivizes.

Goals define a desired state of organization success. General organization goals are found in the mission and vision, but the strategic plan provides the detailed goals. These serve as guidelines for action, address constraints, provide source of legitimacy, define standards of performance, and serve to motivate.

Objectives are the specific, measurable, tangible steps an organization takes to achieve its goals. The most effective objectives are those that are specific (clear and readily understood), measurable (easily quantified), achievable (possible, though possibly difficult, to attain), realistic (not outside the realm of likelihood, even if challenging), and time-bound (with specific durations and dates).

Tactics differ from objectives in that different tactics may be deployed as part of a single objective. Tactics are the steps required to achieve the objective, which in turn helps accomplish the goal (and gain the desired outcome). Tactics are usually immediate in nature, designed to seize current opportunities and manage imminent risks. They are the element of strategic planning that deal most directly with evolving realities, and so may change most often.

Outcomes are the measurement and evaluation of the cumulative results of a goal, strategy, objectives, and tactics. An outcome is what the organization hopes to achieve when it accomplishes the goal. The goal may be to increase enrollment; the objective, to create new recruiting pipelines; and the tactic, to ally with public school systems to establish pipelines. The desired outcome will be an increase in enrollment.
Core Values
Core Values

» **Diversity, Equity and Inclusion.** 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.

» **Innovation.** 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.

» **Collaboration.** We build strength through creative innovation, entrepreneurship, research, intellectual curiosity, free and open discourse, and partnerships in everything we do.

» **Resilience.** 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.

» **Global Perspective.** We have a global mindset, and we recognize that we live in a globally connected world with enormous possibilities that we seek to pursue.
Desired Outcomes
Desired Outcomes

» Align UMF with the System and System Universities
» Shape UMF as a Unique “Value Add” to the System
» Leverage Existing UMF Assets and Strengths
» Acknowledge and Address UMF Weaknesses and Threats
» Be Recognized for Ensuring Student Success
» Increase Enrollment
» Extend Regional, State, National, and Global Impact
» Cultivate Greater Stakeholder Support
» Achieve Long-Term Financial Sustainability and Growth
Goals & Objectives
Reimagining the University: Goals

- Student Engagement and Success
- Community Engagement
- Sustainability and Growth
Goal 1 | Student Engagement and Success

Description: 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.
Goal 2 | Community Engagement

**Description:** 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.
Goal 3 | **Sustainability and Growth**

**Description:** 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.
Goal 1 | **Student Engagement and Success**

**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.
Goal 1 | Student Engagement and Success (Cont’d.)

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

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

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 though 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.
Questions and Feedback
Thank you!

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