

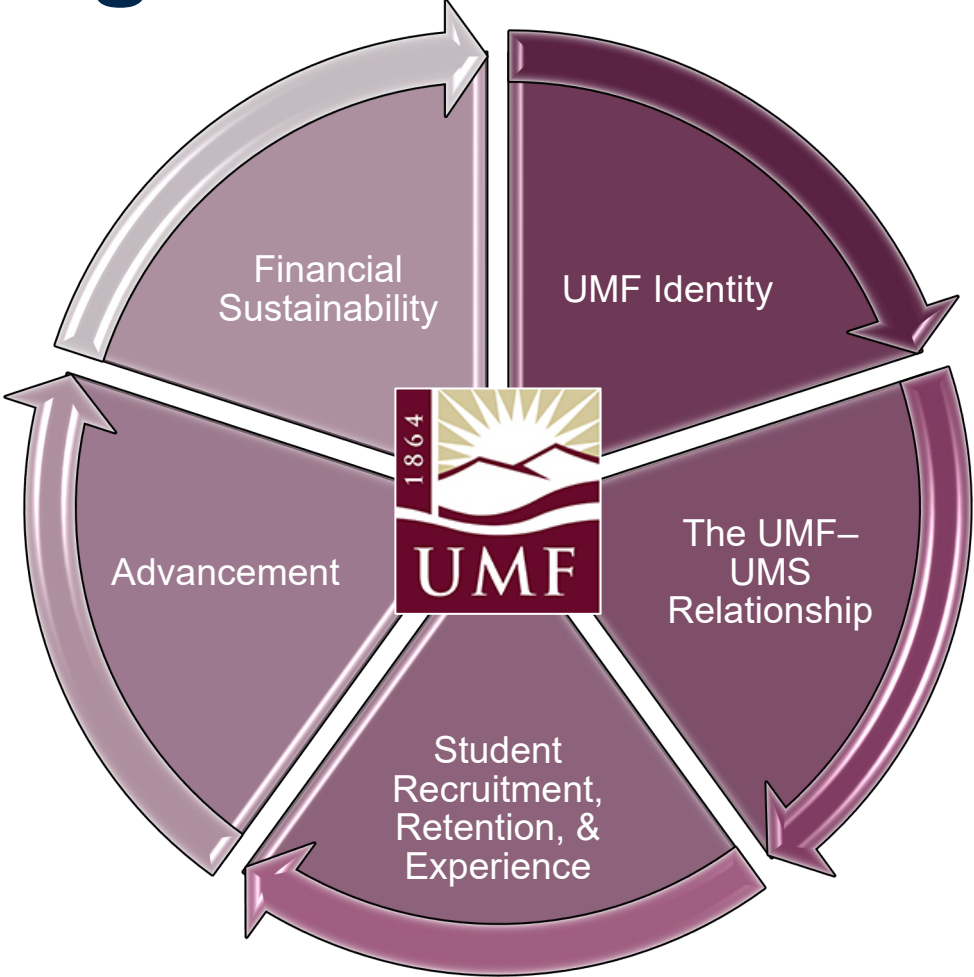


Reimagining the University

December 11, 2020

Themes & Objectives

Tested Emerging Themes



Desired Outcomes

- Maximize Existing UMF **Assets**
- Define the “**UMF Brand**”
- Regional & Global **Impact**
- Improved **Alignment** with the System
- Stabilize **Enrollment**
- **Student Success**
- **Financial Sustainability**
- Cultivate Internal and External **Plan Support**

Preliminary Identified Core Objectives

- › Advancement & Alumni Engagement
- › Advising
- › Communications (Internal & External)
- › Culture of Community Engagement
- › Culture of Innovation & Accountability
- › Data Driven Decision Making
- › Distance Learning (Online & International)
- › Diversity, Equity, & Inclusion (DEI)
- › Enrollment
- › Financial Stewardship
- › Graduate Programs
- › Interdisciplinary Collaborations
- › Non-Traditional Students
- › Partnerships & Collaboration
- › Residential Experience
- › Retention & Graduation Rates
- › Student Success
- › Sustainable Campus
- › System Alignment

- Core objectives are inter-dependent and connected
- Core objectives should permeate in all UMF goals

Initial Primary Goals

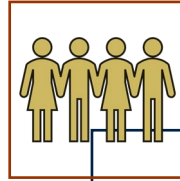
- Leverage Existing UMF Assets
- Community Engagement
- Student Engagement & Success
- Long-term Sustainability & Growth

Initial Primary Goals & Core Objectives



Leverage Existing UMF Assets

- Advising
- Culture of Community Engagement
- Culture of Innovation & Accountability
- Data Driven Decision Making
- Distance Learning
- Diversity, Equity and Inclusion (DEI)
- Interdisciplinary Collaborations
- Graduate Programs
- Partnerships & Collaboration
- Residential Experience
- Student Success
- Sustainable Campus
- System Alignment



Community Engagement

- Advancement & Alumni Engagement
- Communications
- Culture of Community Engagement
- Culture of Innovation & Accountability
- Data Driven Decision Making
- Distance Learning
- Diversity, Equity & Inclusion (DEI)
- Enrollment
- Non-Traditional Students
- Partnerships & Collaboration
- Student Success
- Sustainable Campus
- System Alignment



Student Engagement & Success

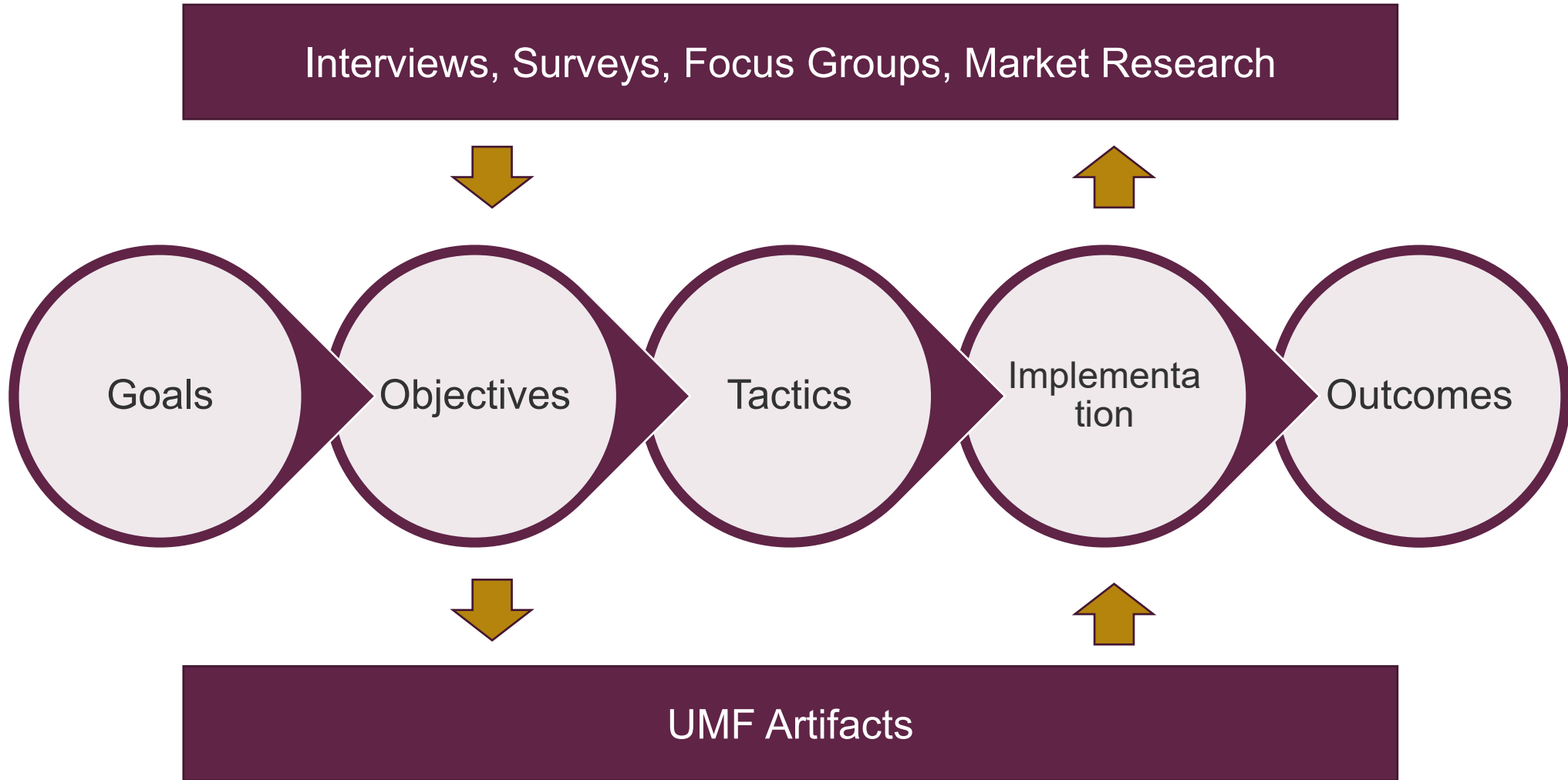
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- Financial Stewardship
- Interdisciplinary Collaboration
- Non-Traditional Students
- Partnerships & Collaboration
- Residential Experience
- Regional, National & Global Impact
 - Student Success
- Sustainable Campus
- System Alignment



Long-term Sustainability & Growth

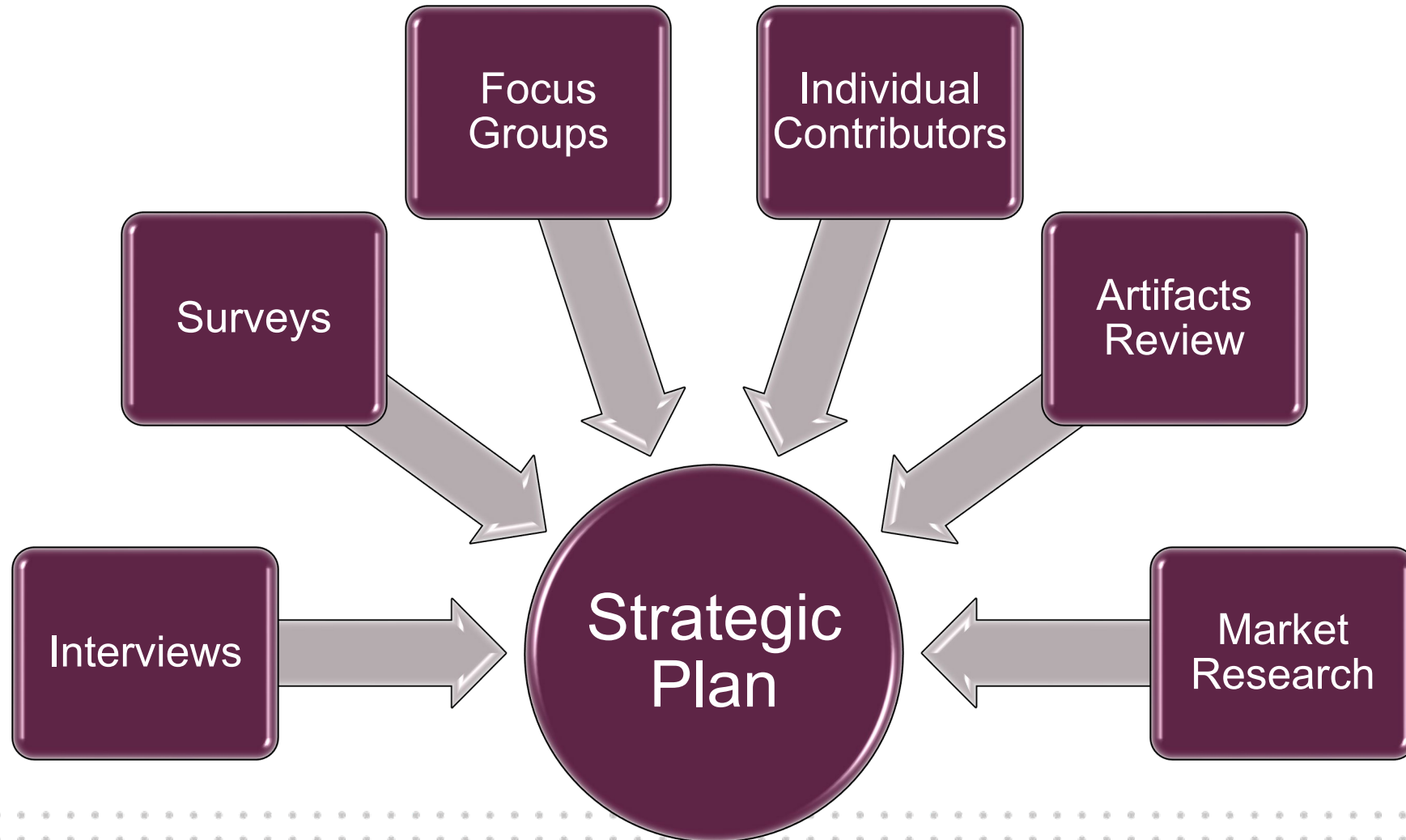
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Planning Process

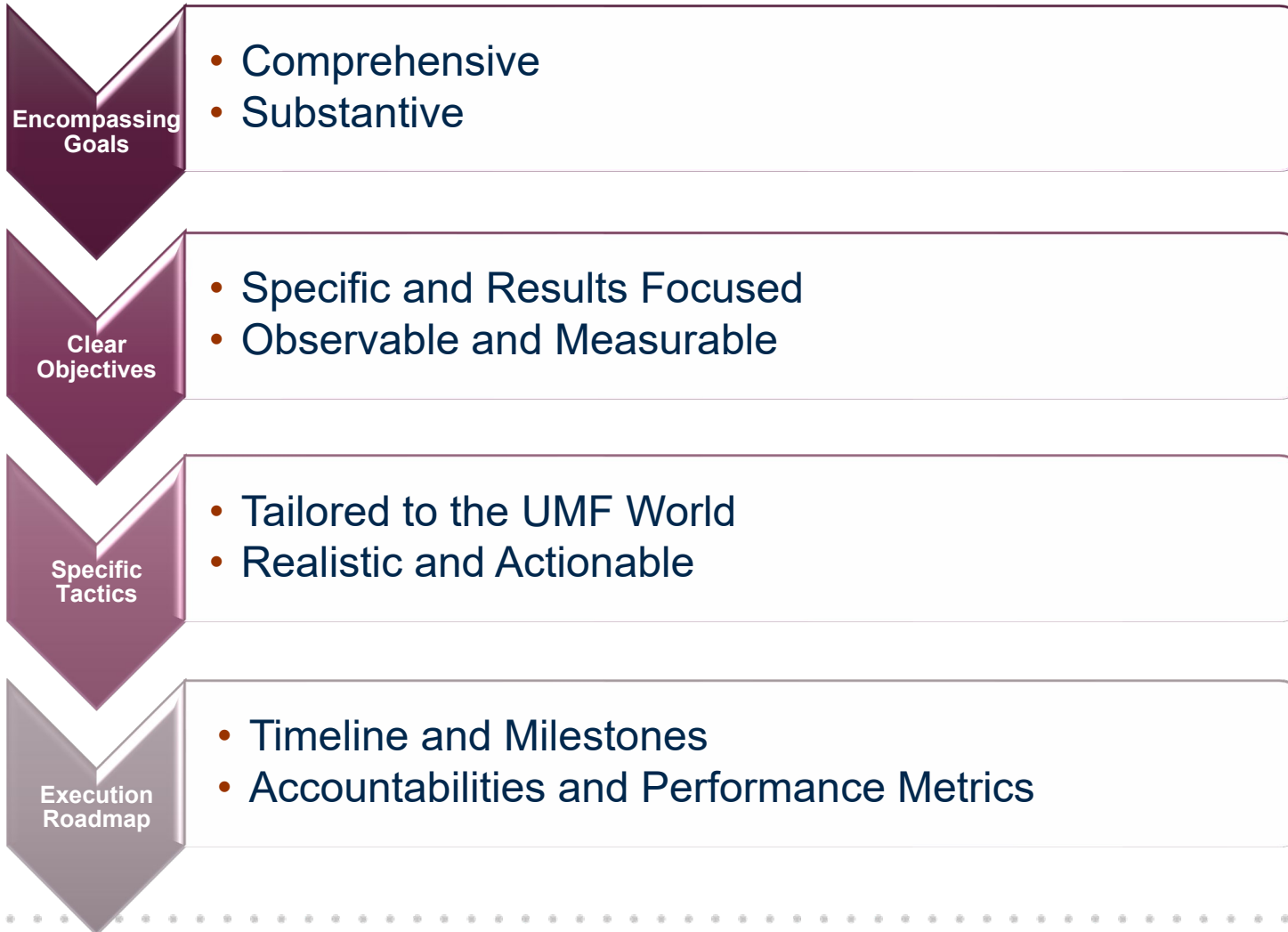


Core Concepts

What Will Give Our Plan a Strong Foundation



What Will Make Our Plan Comprehensive



What Will Make Our Plan Uniquely Appropriate: **Core Concepts**

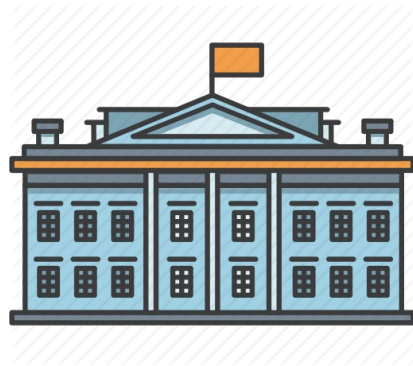
- ✓ **Bold Approach: Managed Decline vs. Real Progress**
- ✓ **Meets Critical External Purposes and Expectations**
- ✓ **Leverages UMF's Strengths**
- ✓ **Addresses UMF's Weaknesses and Vulnerabilities**
- ✓ **Exploits Small School Benefits, Big University Opportunities**
- ✓ **Makes Practical and Beneficial Trade-Offs**
- ✓ **Incorporates Disciplined Decision-Making and Management**
- ✓ **Strengthens UMF's Position in the System**
- ✓ **Makes Support Requirements from System Unambiguous**

What Will Make Our Plan Become Reality: **Structure & Culture**

STRUCTURE



School of Education



Dirigo College

CULTURE



Accountability

Interdisciplinary
Collaboration

Advising and
Mentoring

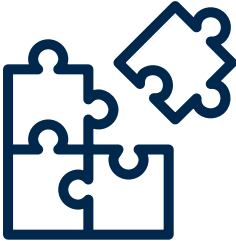
Commitment to
Excellence

Honest
Communication

Financial
Literacy

Goals

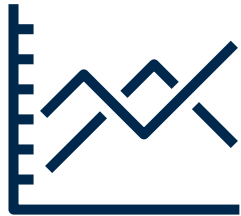
Reimagining the University: Goals



**Student Engagement
& Success**



Community Engagement



**Long-term Sustainability
& Growth**

Goal 1 | Student Engagement & Success

Description: We will be known for providing our students with all the benefits of a small school distinguished by excellent advising and mentoring, engaged faculty, and a robust campus life, along with all the opportunities afford by our membership in the University of Maine System, equipping our graduates with lifetime critical thinking, technological, and practical skills that will ensure their economic futures and their ability to contribute both in their careers and as citizens.



Goal 2 | Community Engagement

Description: We will engage with all of the communities of which we are a part: our own campus community, bringing together faculty, students, staff, and alumni to create a trusting mutually supportive team working towards the same goals; our System community, cooperating and collaborating actively with our sister universities and System leadership to realize the goal of a productive citizenry; and our local and regional communities, working with them to strengthen our collective social and economic health.



Goal 3 | Long-Term Sustainability & Growth

Description: We will be committed to a disciplined, data-driven, and strategic approach to all our actions, we will be transparent in the management of the financial resources entrusted to us, we will each take responsibility for helping make smart choices on the use of our assets, we will take the difficult but necessary decisions, and we will regard ourselves as trustees not just for the present day, but for the years to come, measuring our success not on where the University is today, but where it will be as it enters its third century.



Objectives

UMF Reimagined | Goals & Objectives

 Student Engagement & Success	 Community Engagement	 Long-Term Sustainability & Growth
<ul style="list-style-type: none"> Campus Life Experiential Learning Interdisciplinary Collaborations Student Success Retention & Graduation Rates 	<ul style="list-style-type: none"> Advancement & Alumni Engagement Internal & External Communications Partnerships Regional Economic Development Sustainable Campus 	<ul style="list-style-type: none"> Diversity, Equity, & Inclusion (DEI) Optimize Enrollment Financial Stewardship Data-Driven Decision Making System Alignment



Goal 1 | Student Engagement & Success

- **Objective 1.1: Campus Life**
Enhance the student experience through meaningful engagement and social activity on campus.
- **Objective 1.2: Experiential Learning**
Provide experiential learning opportunities which benefit the UMF community.
- **Objective 1.3: Interdisciplinary Collaborations**
Pioneer an educational experience for students that integrates interdisciplinary curricula across the University.
- **Objective 1.4: Student Success**
Create an environment that supports healthy academic, professional, and civic success.
- **Objective 1.5: Retention & Graduation Rates**
Strengthen efforts to educate, retain and graduate a diverse body of students.

Goal 2 | Community Engagement

- **Objective 2.1: Advancement & Alumni Engagement**

Promote a culture among the alumni and community partners that inspires philanthropic support of the university.

- **Objective 2.2: Internal & External Communications**

Enhance and sustain an effective infrastructure to support and coordinate effective internal and external communications.

- **Objective 2.3: 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 health and well-being of the community and people we serve.

- **Objective 2.5: Sustainable Campus**

Advance sustainability and energy conservation initiatives at UMF through academics, research, co-curricular activities, and campus infrastructure.

Goal 3 | Long-Term Growth & Sustainability

- **Objective 3.1: 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 3.2: Optimize Enrollment**

Achieve a robust and diverse enrollment of students while enhancing access, affordability, and academic quality

- **Objective 3.3: Financial Stewardship**

Align resources to achieve and maintain long-term fiscal sustainability.

- **Objective 3.4: Data Driven Decision Making**

Enable better support of university decision-making at all levels through the collection, management, analysis, access and communication of institutionally generated data.

- **Objective 3.5: System Alignment**

Improve alignment with the System through curricular collaboration with other campuses and pursuit of designated subject matter leadership.

Objectives & Tactics

Goal 1 | Student Engagement & Success

Objective & Tactics:

- We will increase student **Retention & Graduation Rates**
 - Improve student retention rate to 80%
 - Improve graduation rates by +30%
 - Provide training and certification for all academic advisors, including professional staff and faculty, to ensure consistent and accurate academic advising
 - Implement enhanced student-at-risk strategy
 - Ensure all students, whether living in residence or off campus, are integrated in activities to build life-long networks, interpersonal skills, and career readiness, such as social events, student clubs, study groups, volunteering, community service, internships and more
- We will increase efforts to **retain and graduate** students
 - Develop and promote efforts to provide collaborative and innovative student engagement in and out of the classroom
 - Employ coordinated, data-driven advising that uses intentional intervention milestones for designated populations
 - Enhance student experiences University-wide by enhancing academic learning environments and increasing participation in living/learning communities, student organizations, and campus life programs
 - Create and upgrade existing facilities, including student recreation and intercollegiate athletics facilities

Goal 1 | Student Engagement & Success

Objectives & Tactics:

- We will enhance the student experience through **meaningful engagement** and **high-impact practices**
 - Lead a campus-wide effort for holistic well-being
 - Develop and sustain **diverse programs** and **community-building initiatives** to create a better sense of belonging for students – especially those from marginalized and underserved populations
 - Promote engagement with UMF through traditions, student organizations, athletics, and community gathering spaces
 - Cultivate virtual and in-person programs and physical spaces that promote a sense of belonging, opportunities for socialization, and community development
 - **Increase partnerships** both inside and outside of UMF, including local, regional, national, and global communities
 - Develop and improve physical spaces, including upgrading the FRC, Residence Halls, Olsen Memorial Student Center, Athletics, etc.

Goal 1 | Student Engagement & Success

Objectives & Tactics:

- We will pioneer an educational experience for students that integrates **interdisciplinary curricula** across the university
 - Student engagement staff will work with other UMF departments (e.g., Athletics, Admissions, Advising, Academics, International Education) to foster relationships and collaboration opportunities, and to help educate one another on programs
- We will promote **sustainability and energy conservation** in the region through processes, policies, education, and collaboration
 - Promote recycling and the use of earth friendly products
 - Design new and major remodeled facilities to meet a minimum of LEED Silver certification
 - Enhance and improve storm water mitigation for the campus
 - Assess opportunities to utilize alternative energy sources
 - Analyze energy use in existing buildings

Goal 1 | Student Engagement & Success

Objectives & Tactics:

- We will create an environment that supports efforts toward **academic, career, social and civic success**
 - Use social media to recruit, retain and undergraduate, graduate, and life-time learning students
 - Increase articulation agreements with community colleges
 - Increase student participation in student activities and organizations
 - Increase availability of student need-based scholarships by 20%
 - Improve academic support programs
 - Increase number of on-line course and degree offerings
- We will enhance and sustain an effective infrastructure to support and **coordinate internal communications** among faculty and staff...
 - We will develop and sustain an effective infrastructure to support and coordinate academic community engagement among faculty and staff
 - Improve our ability to share information and more efficiently coordinate UMF's activities in the community both internally and externally

Goal 1 | Student Engagement & Success

Objectives & Tactics:

- We will revise our **course scheduling** model that provides for:
 - An extended teaching day
 - A more even and efficient distribution of courses across the days of the week and hours of the day
 - Increased flexibility in types of course time slots, especially in the earlier and later parts of the day
 - Formalization of Saturday scheduling options
- We will create a **safe, health, and sustainable environment** for our students
 - Employ high levels of sustainability modeling through support of student activism, ethical stewardship of UMF resources, leadership in green initiatives, and implementation of value-based built environments

Goal 1 | Student Engagement & Success

Objectives & Tactics:

- We will maintain status as one of the most **affordable and financially accessible institutions** of higher education in Maine
 - Increase percentage of donated funds used for student scholarships by a minimum of 5% annually
 - Increase external funding by 2% annually, including federal, state, private and corporate grants, for innovative university priorities
- We will foster a **culture of inclusion** whereby people of all backgrounds who live, learn, and work at UMF feel welcome and valued
 - Develop a university-wide Diversity and Inclusion Strategic Plan
 - Increase underrepresented faculty and staff by 20%
 - Ensure Diversity and Inclusion Action Team includes representative of each University college, school, department, and/or division
 - Establish a Resource Center to undertake initiatives that promote diversity and inclusion among students, faculty, and staff
 - Develop new programs (e.g. events, activities, learning communities, tutoring sessions, workshops, etc.) per to aid in the retention and graduation of underrepresented students

Goal 1 | Student Engagement & Success (contd.)

Outcomes:

- Improved access (inquiry & admission) to the university and its programs
- Increased total enrollment
- Increased persistence, retention, and graduation rates
- Increased enrollment in distance education courses
- Decreased time to graduation

Goal 2 | Community Engagement

Objectives & Tactics:

- We will advance our efforts to be more clearly identified as an **anchor institution** and the **premier regional university** in the state. We will **communicate UMF's story** effectively to the world...
 - Cultivate the “**UMF brand**” with internal and external stakeholders with a consistent strategy and message
 - Assess and update all University marketing, messaging, and branding
 - We will improve social media presence and upgrade UMF website
 - Revamp and launch a compelling, intuitive, and interactive website
 - Maximize use of social and new media to engage key audiences
 - Create marketing materials that stand out from the crowd, illustrate what is unique about UMF, and bring our story to life
 - Find, develop, and pitch great UMF stories to media. Create multiple and meaningful opportunities for UMF community members to shine in traditional and new media

Goal 2 | Community Engagement (contd.)

Objectives & Tactics:

- We will provide resources and expertise to research, launch, and assess local initiatives that lead to **healthy community infrastructure** and **regional economic development**
 - Engage business, civic, and non-profit leaders through intentional relationships (e.g., board membership, strategic planning/collaborations, and other forms of investment) to support sustainable economic development activity for the region
 - Engage a consultant to measure UMF's economic impact on the local and regional economy
 - Leverage UMF facilities, exploring innovative space utilization alternatives

Goal 2 | Community Engagement (contd.)

Objectives & Tactics:

- We will **build multiple bridges** between UMF campus and the local, and regional community
 - Open our doors to artists, community leaders, and all members of the community.
 - Provide places to discuss and resolve social issues, and interact meaningfully with UMF students, alumni, and faculty
 - Host conferences, workshops, art exhibits, theatre, and music performances
 - Facilitate greater civic engagement for Faculty, staff, and students with business and community leaders
 - Increase opportunities for students to participate in community-based programs and learning in local, national, and international communities
 - We will increase outreach efforts in diverse communities to leverage new and existing partnership opportunities
- We will harness the university's resources to **improve K-12 education systems** and **economic development** in our local and regional community
 - Engage local K-12 leadership, higher education partners, and community members to provide resources and expertise that lead to improved student outcomes in regional districts and communities

Goal 2 | Community Engagement (contd.)

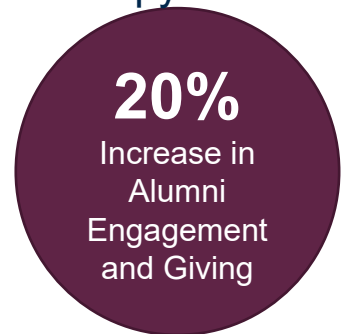
Objectives & Tactics:

- We will build **develop and enhance relationships** which are mutually beneficial to both the university and community stakeholders
 - Expand student internships within local/regional business & industry (Chamber of Commerce, United Way, Greater Franklin Development Council, etc.)
 - Host guest speakers from local/regional business & industry
 - Market UMF at local, and regional events
 - Improve communication between university and external stakeholders
 - Enhance continuing education opportunities
 - Promote University services to local and regional communities
 - Collaborate with public and private community organizations in region
- We will provide students expanded opportunities for **professional development, research, and internships**
 - Establish and create additional industry partnerships in order to increase placement rates for recent graduates by 5%
 - Expand student research so that student publications and conference presentations will increase 5%
 - Increase the number of student internships by 5%

Goal 2 | Community Engagement (contd.)

Objectives & Tactics:

- We will engage a diverse cross-section of stakeholders in efforts to advance the mission and interests of the University by utilizing a strategic and multifaceted approach
 - Strengthen advocacy and community outreach efforts to enhance our presence in key regions (local, regional, national, and global)
 - Engage and reconnect alumni to the University through enhanced programmatic efforts to build lifelong connection
 - Create innovative and effective programs to increase student, faculty and staff engagement in philanthropy
- We will create a vibrant and engaged **Alumni network**
 - Increase regular contact with alumni by +20%
 - Increase annual fund giving by alumni by +20%
 - Implement alumni internship and mentorship program to connect fellow alumni and senior students to distinguished alumni from a range of professional fields
- Increase retention of alumni in the region to heighten UMF's impact on the local workforce and economy
 - Establish a baseline percentage of recent alumni who remain in the region
 - Utilize industry expert panels to ensure close cooperation between academic units and regional hiring managers across the industries and communities we serve



Goal 2 | Community Engagement (contd.)

Objectives & Tactics:

- We will **increase transparency** among students, faculty, staff and administration
 - Conduct faculty and staff satisfaction surveys on an annual basis and release the results
 - Hold annual town hall meetings with President, Provost and Director for Finance and Operations
 - Form a joint faculty and staff committee to meet quarterly to address concerns advanced by fellow faculty and staff with minutes and results published quarterly
 - Establish formal and informal recognition and accomplishments program for all faculty and staff – distribute recognition information to college and/or university, provide special parking spot for a month, recognition at athletics events, etc.
- We will Improve **Intra- and Inter-departmental** communication systems
 - Improve the timely circulation of announcements and other information to the UMF community and emphasize the expectation for vice presidents, deans, chairs, supervisors and other leaders to engage in regular interpersonal communications to share significant information
 - Encourage faculty, staff and students to serve on committees as appropriate

Goal 2 | Community Engagement (contd.)

Objectives & Tactics:

- Utilize **industry expertise** in every academic college (and/or department, where suitable) to determine the knowledge, skills and abilities needed for relevant professional pathways
 - Leverage panels of industry experts and hiring managers for each academic college, or designate existing advisory groups for this purpose
 - Query panels to determine the most valuable experiences and skillsets for graduates
- Increase access to UMF courses and certificates for **non-degree seeking learners**
 - Establish & expand existing UMF certificate programs to support the career life cycles of alumni and others in need of career change and/or advancement
 - Provide workshops or modules for professions requiring continued education
 - Expand certificate programs in emerging disciplines that leverage UMF expertise and have current and future job demand

Goal 2 | Community Engagement (contd.)

Objectives & Tactics:

- Create an Institute of Civic Engagement & Entrepreneurship to include:
 - Center for Sustainability
 - Professional Advising Center
 - Office of Community Partnership
 - Small Business Development Center
 - Division of Continuing Education (1 out of 6 students used to be non-traditional students)
 - Center for Education Advancement
 - Center for Innovation, Commercialization, and Entrepreneurship
 - Office of International Student Experience & Engagement
 - Center for Professional Education & Workforce Development
 - Office of Veterans & Military Affairs (Dedicated VA Academic Advisor)
 - Center for First-generation Student Success (Advising, TRIO Programs, GEOR UP, Financial Aid, etc.)

Goal 2 | Community Engagement (contd.)

Outcomes:

- Increased total enrollment
- Increased total graduation rate
- Increased persistence rates
- Increased enrollment in distance education courses
- Increased economic development in the region
- Increased financial giving to the Office of Advancement
- Improved quality of life in the region

Goal 3 | Long-term Sustainability & Growth

Objective & Tactics:

- We will **Increase Enrollment**
 - Increase undergraduate enrollment to 2000 students
 - Recruit a prepared, intellectually curious, diversified student body
 - Improved system alignment (3 vs. 4 credit hours, distance learning, etc.)
 - Develop a comprehensive plan for online, hybrid and flexible high demand programs to serve the diverse needs of current and prospective students
 - Develop stronger relationships with key K-12 and Community College institutions to identify promising recruits
 - Strengthen presence in Eastern Maine-area schools through expansion of Early College and Guided Pathways
 - Implement dual-enrollment program with all Community College partners institutions that includes dual advising
 - Update and manage articulation agreements and curriculum maps to facilitate transfer of Community College students
 - Evaluate and opportunity to enter into an agreement with a Community College partner to co-locate their campus at UMF facilities
 - Focus community engagement and recruitment resources in key regional international/migrant communities

A dark purple circular graphic containing the text "2000 Undergraduate Students (Fall 2023)".

2000
Undergraduate
Students
(Fall 2023)

Goal 3 | Long-term Sustainability & Growth

Objective & Tactics:

- Ensure better **System alignment** by resolving 3 vs. 4 credit hours issue
- We will implement a **comprehensive stewardship plan** to increase donor engagement and continued giving
- We will foster a culture of robust engagement & **donor centered philanthropy**
 - Align fundraising with University strategic priorities
 - Provide a base of annual philanthropic support of University operations and develop campaign plans to support future strategic objectives
 - Prepare the University for targeted and comprehensive capital campaigns
 - Engage all segments of the University in philanthropic activity

Goal 3 | Long-term Sustainability & Growth

Objective & Tactics:

- We will research and design a **funding strategy** to support student experiential learning and professional development
 - Inventory existing funding options within the University, the local community, and national grants
 - Advancement and Alumni Relations staff to discuss fundraising methodologies
- We will **raise capital** to renovate our existing campus by making a compelling case for UMF's future
 - Establish a Center for First-generation Student Success
 - Complete fundraising feasibility study
 - Increase environmental sustainability of campus
 - Pursue and meet capital campaign goal of \$10 Million

A dark purple circular callout containing text about the capital campaign goal.

Capital
Campaign Goal
\$10
Million

Goal 3 | Long-term Sustainability & Growth

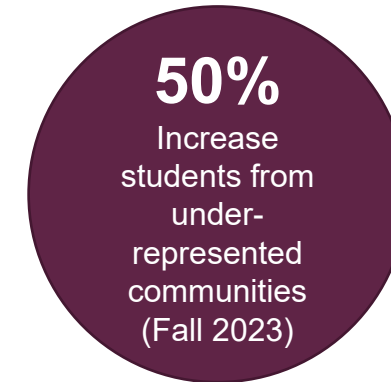
Objective & Tactics:

- We will increase **Research opportunities** for faculty and students...
 - Create a formal Research Support Partnership with **UM** to provide administrative support for transformative research projects, and to help with securing long-term research funding
 - Develop further opportunities for experiential and community-based learning with volunteer and internship opportunities that connect the classroom to the community, and the community to the classroom
- We will enable better support of university **decision-making** at all levels through the collection, management, analysis, access and communication of **institutionally generated data**
 - Implement student analytics
 - Increasing utilization of dashboards
 - Surveying decision-makers annually to ensure data collection and access needs are met

Goal 3 | Long-term Sustainability & Growth

Objective & Tactics:

- We will create a community that is **Diverse & Equitable**....
 - Increase enrollment of under-represented communities by **50%**
 - Develop & Implement campus diversity and equity policy



Goal 3 | Long-term Sustainability & Growth

Objective & Tactics:

- We will enhance our **finance and budgeting processes** to ensure appropriate stewardship of financial resources
 - Improve understanding of budget, accounting issues, and financial planning at all levels
 - Implement ongoing programmatic and budgetary review processes for all units
- We will identify innovative opportunities to **increase financial resources** for UMF's **strategic priorities**
 - Collaborate across campus to increase productivity in entrepreneurial activities, public, corporate, foundation grants, and contracts
 - Advancement to partner with other divisions to enhance our student-alumni programming and integration of parent and family outreach efforts
- We will develop, integrate, and coordinate **high-quality technology solutions** at all levels by investing in integrated solutions that have scale efficiencies, improve service quality, and enhance campus cybersecurity, while encouraging innovation that addresses specialized needs of units
 - Ensure all technologies and practices are current, dynamic, and appropriate

Goal 3 | Long-term Sustainability & Growth

Objective & Tactics:

- We will improve our facilities and continue maintenance and growth of university infrastructure
 - Expand, renovate, and upgrade facilities and capital equipment across all UMF campus
 - Develop a Deferred Maintenance Plan and a Preventative Maintenance Plan in order to decrease levels of unmet deferred maintenance year-on-year
 - Create a university-wide deferred maintenance process and appropriate budget
 - Track and updating classrooms and labs technology to ensure they are refreshed every five years
- We will ensure access to effective infrastructure for synchronous and asynchronous teaching
 - Require all videos involved with online classes be closed-captioned within two years
 - Allocate at least 1% of new building construction to accessibility needs
 - Create a five-year plan updated annually to address accessibility impediments across campus and improve faculty awareness of academic accommodations and assistive technology

Goal 3 | Long-term Sustainability & Growth

Objective & Tactics:

- We will **increase** the university's **agility and innovation**, making it better able to respond to changes in the higher education market through aligning staff and faculty with changing needs
 - Convert face-to-face courses to online
 - Ensure at least 25% of on-site classes have an online component
- Faculty and Staff will work together create an **environment of excellence**
 - Revise new faculty mentor program
 - Increase interdisciplinary grant writing and submission
 - Establish faculty-staff forums
 - Improve lines of communication across all campus groups
 - Develop workshops or educational sessions for employee professional development
 - Use internal resources (i.e., knowledge and expertise of faculty and staff) to conduct workshops and sessions
 - Provide additional opportunities for university employees to “meet & greet” one another
 - Faculty and staff will recruit both high school and community college students, coordinating with the Division of Student Affairs and Enrollment Management

Goal 3 | Long-term Sustainability & Growth

Objectives:

- Faculty and Staff will work together create an **environment of excellence**
 - Revise New Faculty Mentor Program
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Goal 3 | Long-term Sustainability & Growth

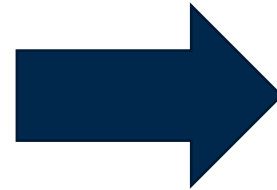
Outcomes:

- Financial Stability
- Stronger positioning within the System and community
- Environmental Sustainability
- Engagement in collaborative works
- Improvement in morale
- Increased opportunities for personal and professional development
- Stronger support from the State of Maine as primary funder

UMF Core Values

Core Values from 5/11/06

- Academic and Co-Curricular Excellence
- Close Personal and Professional Relationships
- Strong Community Connections
- Focus on Student Learning
- Environmental Stewardship
- Health and Wellness
- Personal Empowerment
- Mutual Respect
- Integrity
- Strong Work Ethic



Revised Core Values

- Advance Equity
- Cultivate our Community
- Commitment to Collaborate
- Devotion to Service
- Empower to Trust
- Passion to Learn
- Drive to Innovate

Questions and Feedback



Next Steps

Strategic Planning Website

<https://www.umf.maine.edu/strategic-plan/>



Strategic Planning Email

umf.planning.ideas@maine.edu



Thank you!

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