We gathered and listened, led by five guiding principles.

ReIMAGINE work began in May of 2020, when President Edward Serna contracted with consultants from Berkeley Research Group to develop a comprehensive assessment and thorough strategic recommendations. We gathered in groups over months, honoring:

- Indusivity
- Communication & Transparency
- A Broad Perspective
- Balanced Decision Making
- Respect

We’re designing a new way forward.

Our current challenges demand bold action and an ambitious timeline. The university we’re collectively ReIMAGINE is already taking shape. This Strategic Plan looks to specific milestones and objective measures for each priority, building a foundation for what will follow these first three years.

2021-2022:
- Analyze strategic plan, form core committees, and begin implementation of strategic priorities, including:
  - Conduct university-wide Organizational Design Review
  - Shift from 4-credit to 3-credit system to provide more choice and compatibility with UMS sister universities
  - Develop comprehensive new Enrollment and Marketing Plan

2022-2023:
- Draft next year’s budget
- Design curriculum changes for new 3-credit system
- Roll out new Enrollment and Marketing Plan
- Implement new Diversity, Equity, & Inclusion Plan by Fall 2022

2023-2024:
- Employ multi-year budgeting
- Develop and roll out new curriculum for Fall 2023
- Begin assessing successful impact of goals, objectives and outcomes

And we’re reframing our future.

We are shaping UMW from its strong foundation to create a new and more resilient way forward. Bridge pillars form the foundation to carry—and distribute—its load for years to come. A thoughtful crossing spans a gap that can dry up, swell and freeze, by the day, by the season, or by the year. At the same time, it offers a clear path across, to places we can’t wait to explore.

We have plenty of work to do. These are the priorities we’re building on now.

PILLAR 1: STUDENT SUCCESS
- Commitment to Student Engagement & Success
- Experiential Learning
- Innovative Curriculum
- High Retention & Graduation Rates
- Equity, Diversity, & Inclusion
- Vibrant Campus Life

PILLAR 2: COMMUNITY ENGAGEMENT
- Advancement & Nurturing Engagement
- Strong Internal & External Communications
- Risk External Partnerships
- Regional Economic Development
- Build Brand Awareness

PILLAR 3: STABILITY + GROWTH
- Increase Enrollment
- Solid Financial Stewardship
- Improved Planning & Decision Making
- Align with the University of Maine System
Structurally sound. Strategically designed.

As UMF moves forward to build a solid structural framework with new strategic initiatives, our mission remains the same—providing excellent and affordable public liberal arts and teacher education for students from our remarkable region, across the state of Maine, and beyond. In these complex times, a clear focus guides us in our daily work of connecting with and inspiring those hungry to learn.

We’re grounded in our values.

Diversity, Equity, Inclusion. Alike or different, we welcome and promote expansive thinking.

Innovation. We innovate everywhere and know that stretching demands the freedom to fail.

Collaboration. We greet others with curiosity and the open hand of a willing partner.

Resilience. We rise to meet the evolving needs of UMF and the people and state we serve.

From here out, we’re positioned to thrive.

Our generous culture, distinctive location and reputation for student success is grounded in a vigorous tradition of education in service to the public interest. UMF’s dedication to excellent undergraduate and graduate education, delivered in a deeply supportive residential setting, is why our current students love UMF. But we can—and must—do more. We’re not just thinking ahead to welcome commuters, transfer students, and others eager for continuing education. From here out, our strategic university will design flexible systems that celebrate and build on our formidable strengths while we innovate to leverage our unique offerings within the University of Maine System.

This is UMF ReIMAGINED. Please join us.

umf.maine.edu/reimagined

“Imagination is more important than knowledge. For knowledge is limited, whereas imagination encircles the world.”

—Albert Einstein
## Workflow Timelines

<table>
<thead>
<tr>
<th>Workflow</th>
<th>Spring ‘22</th>
<th>Summer ‘22</th>
<th>Fall ‘22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Curricular Redesign</td>
<td>Begin transition planning from a 4 to 3 credit course system</td>
<td>Continue transition plan to a 3-credit course system</td>
<td>Finalize transition plan to a 3-credit course system</td>
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<tr>
<td>KPIs:</td>
<td>-Revision of every academic program and courses reviewed by Faculty Senate</td>
<td>-Curriculum Committee review of revised courses</td>
<td>-Revised catalog, course rotation, and course scheduling for Fall ‘23</td>
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<td></td>
<td>-Midpoint report to System/Board of Trustees</td>
<td>-Program work completed on individualized transition plans</td>
<td>-Communication of new curriculum structure to the accrediting body</td>
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<td></td>
<td>-Education programs complete curriculum redesign</td>
<td>-Individualized transition plans for students started</td>
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<td>Budget</td>
<td>Complete and submit FY23 Budget</td>
<td>Identify innovative opportunities to increase financial resources for UMF</td>
<td>Start needs-based budgeting exercise for FY24</td>
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<tr>
<td></td>
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<td>strategic priorities</td>
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<tr>
<td>KPIs:</td>
<td>Acceptance and approval by the Board of Trustees</td>
<td>Enhance finance and budgeting processes to ensure appropriate stewardship</td>
<td>Receive department submissions for consideration</td>
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<td></td>
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<td>of financial resources</td>
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<tr>
<td>Workflow</td>
<td>Spring ‘22</td>
<td>Summer ‘22</td>
<td>Fall ‘22</td>
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<tr>
<td><strong>Enrollment Management</strong></td>
<td>New Enrollment Management Plan (includes updated student financial support model and enrollment marketing plan)</td>
<td>Phase 1 Implementation</td>
<td>Phase 2 Implementation</td>
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<tr>
<td><strong>KPIs:</strong></td>
<td>-Reflects strategic priorities and aspirations</td>
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<td>-Works from the strengths of the institution</td>
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<td>-Acknowledges and addresses our demographic realities</td>
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<tr>
<td><strong>Organization Design</strong></td>
<td>Delivery of Org Review, including recommendations</td>
<td>Phase 1 Implementation</td>
<td>Phase 2 Implementation</td>
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<tr>
<td><strong>KPIs:</strong></td>
<td>-Understands the current culture and process needs</td>
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<td></td>
<td>-Pinch points are identified</td>
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<td></td>
<td>-Strengths and opportunities for collaboration are discovered</td>
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<td>-Administration accepts Phase 1 action items</td>
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</tbody>
</table>
Organizational Design Review Timeline

- **September - January**: Gather input
- **January - February**: Conduct final interviews and meetings
- **February**: Share draft findings with interviewees (~100) Conduct UMF-wide survey
- **March**: Finalize and share report
Next steps in financial stewardship

In January

- Meet with the Budget Advisory Council
- Modified budgeting exercise
- Committee meeting to review submissions received

Looking Ahead in February

- Submit initial FY23 budget to the Board of Trustees
- Create a process to review the KPI’s
- Continuous review of revenue generated from credit hours and how it compares to budget - make FY22 decisions based on results of comparison
Next steps in academic affairs

In January

- Workload Review Group ongoing
- General Education
- Jan. 10 and 12: Academic program summits
- Jan. 23: Programs submitted curriculum redesigns
- FYF/RLE program

Looking ahead to February

- Administrative response to division chairs
- Update to BOT and System on progress
- Feb. 22: Catalogue-ready response due from chairs, including 3-year course cycling plan. Plans shared with Faculty Senate
In January

- Search for Director of Marketing and Communications progressing
- Met with faculty during the January Academic Summit
- Meetings continued for Enrollment Management committee
- Meetings continued for Financial Support committee
- Vision Point (the UMS Marketing firm) conducted a brand development workshop
- Formation of Marketing Committee

Looking Ahead to February and March

- Committees continue to meet
- Draft plans: March
- Draft plan shared and feedback collection begins
Campus Updates

- New Strategic Plan Website, updated monthly
  - www.umf.maine.edu/reimagined/

- New Safe Return Website, updated regularly
  - https://www.umf.maine.edu/return/
Q&A

See you at our next Town Hall

Thank you