



2015 Strategic Plan for the University of Maine at Machias

Maine's Coastal University: A Distinctive Identity and Vision

UMM is Maine's Coastal University. Our location on the Bold Coast—including the land and sea, communities and natural ecosystems—provides the context for a unique learning and living experience. UMM's distinctive, high quality education centers on engaging students in the scientific, cultural, economic and social inquiry prompted by Maine's Bold Coast region. We provide students with active learning opportunities and leadership development, featuring close mentoring and tight community connections. Students are engaged in intellectually rigorous and innovative campus and community experiences, including academically integrated campus service, community engagement, social diversity, mentored research, and professional internships.

Current Mission (Board approved in 2012; no change proposed)

Through our Environmental Liberal Arts core, distinctive baccalaureate programs, and student-centered community, the University of Maine at Machias creates enriching educational opportunities that prepare graduates for professional success and lifelong engagement with the world. UMM embodies an active community of diverse learners who share a commitment to exploration, leadership, collaboration, and interdisciplinary problem solving. Inspired by our unique coastal location, UMM's creative energy, applied research, and community engagement enhance the social, cultural, economic, and natural environments of the State of Maine.

Coastal University: Curriculum and Market Implications

As Maine's Coastal University, UMM provides experiential learning integrated into the communities and ecosystems of the Bold Coast. Our signature academic areas center around these tight connections; for example:

- Students in **Marine Biology** experience the multiple marine environments of the ocean and estuaries. They gain hands-on professional preparation with a broad range of organisms, finfish and shellfish aquaculture hatcheries, and commercial fishing operations.
- Students and faculty in **Psychology and Community Studies** collaborate with public and non-profit agencies that promote social development for rural, coastal communities.
- Project-based learning in **Book Arts** leads students in celebrating and advancing the literary and artistic heritage of Maine's coastal life.
- Students in **Environmental Recreation and Tourism Management** gain the hands-on expertise to develop and lead ecotourism programs along the coast and in the waterways and wilderness of the Bold Coast region.

Through this strategic plan, all programs will expand and deepen their connections with the coast and its communities. Increasingly, academics and co-curricular programs alike will use the coast as a defining feature for student experiences.

Students who seek an excellent liberal arts education with professional preparation gained through engagement with coastal environments and communities will find the University of Maine at Machias a perfect fit.

Strategic Planning Process

The campus community—faculty, staff, students and the Board of Visitors—undertook a conversation about UMM’s distinctive role in the spring of 2014. Under the leadership of President Huggins, open meetings and focus groups identified multiple themes and potential initiatives. Two task forces explored in depth the potential of building on these themes. Their resulting reports, presented to the full campus in September, outlined actions to enhance such aspects of the UMM identity as career readiness, community connections, and hands-on learning. All students, faculty, and staff were surveyed about the importance of the reports’ detailed elements in boosting the unique identity and future of the University. The resulting feedback informed the Planning and Budget Advisory Committee (PBAC), a team made up of elected representatives of faculty, staff, and students, as it undertook a revision to the 2013 UMM Strategic Plan.

Tying together themes from the campus-wide discussion and task force reports, the PBAC identified a distinctive identity as Maine’s Coastal University embracing experiential and community-based learning. This statement was deliberated on by faculty, staff, Student Senate, and the Board of Visitors. All voted to embrace this vision. The remaining aspects of the strategic plan revision were developed by the PBAC, with multiple campus community feedback loops and the use of an open online discussion board. Following final solicitation of input, the PBAC recommended the strategic plan to President Huggins and incoming President Hedlund in December. With President Hedlund’s review and revisions, this plan reflects the input of all campus constituents. It provides articulation of the distinctive vision the University has for itself as Maine’s Coastal University, and the key strategic steps needed to realize that vision. Through careful assessment of the implementation and ongoing revision of the plan, the University is confident that this plan will move UMM forward as a distinctive and successful member of the University of Maine System.

Strategic Directions and Actions

The University has identified four strategic directions on which to focus:

1. Nurture student success and engagement through well-designed academic, leadership development, and retention strategies.
2. Enhance the University’s coastal identity by expanding education and public service connections with the communities and natural environments of Maine’s Bold Coast.
3. Achieve and maintain financial stability and sustainability.
4. Build and sustain strong community involvement and connections.

These directions include thirteen goals, each with action steps to be implemented in the next two years. We will review the plan and our overall mission, report on our progress, and make improvements to the plan on an ongoing basis.

Strategic Direction #1

Nurture student success and engagement through well-designed academic, leadership development, and retention strategies

UMM will enhance the quality of its learning environments, faculty, staff, and programs to assure that the college experience best supports our students' education goals. The UMM mission upholds the liberal arts and promotes an ethos of environmental sustainability and stewardship, student empowerment, and academic and co-curricular focused programs that collectively serve to advance student success. We strive to provide an open, engaging, and inclusive campus that values the civil and free exchange of ideas, and embraces diversity and fellowship. Our environmental liberal arts (ELA) curriculum emphasizes the ways in which multiple disciplines inform our understanding of the complex situations we face in the twenty-first century. Through its academic enterprise, student support services, and campus culture, UMM prepares students for lifelong achievements that include the ability to make a difference in the world by developing the requisite skills for meaningful research, social change, leadership, economic development, and environmental stewardship.

Goal 1.1 — UMM will achieve improved year-to-year persistence and graduation targets, exceeding its peer group average by 2017, through enhanced academic and student support services, programs, policies, and an institutional focus on the student experience.

- Action 1: Develop and implement an outcomes-based plan for a first-year experience based on individual student cohort needs (traditional, Veterans, and adult learners) to increase first-year retention. This plan will focus on improving and aligning student services, academic and professional advising, early alert systems, and first-year seminar curriculum to systematically address first-year students' success and persistence.
- Action 2: Increase sophomore student persistence through an outcomes-based plan that includes a sophomore-year experience, an early alert system, and a realignment of academic and student services to support sophomore students.
- Action 3: Boost long-term student success by implementing a student exit process that (1) provides academic, financial, and career counseling as students exit; (2) evaluates the reasons students exit UMM; and (3) creates a database to track students for potential return.
- Action 4: Increase residential student persistence and occupancy through academic-residential learning communities, co-curricular programs, and related services.

Goal 1.2 — UMM will build on our quality education and student programs through expanded and coordinated assessment processes generating valid and reliable actionable data.

- Action 1: Continue to define learning outcomes, and expand implementation of General Education and academic program assessment, incorporating curriculum feedback loops into the formal assessment of learning outcomes.
- Action 2: Implement post-graduation tracking of alumni through the integration of Department of Labor data, social media, and program connections.

Action 3: Implement an assessment plan in Student Affairs to measure co-curricular learning and student satisfaction that leads to improved services and increased retention.

Goal 1.3 — UMM will develop a sequential program of student professional engagement, applying education in increasingly sophisticated contexts in order to improve employability and career success.

Action 1: Realign Academic and Student Affairs to integrate career services, service learning, community engagement, campus employment, career preparation, and internships for seamless support for student professional development and career readiness.

Action 2: Integrate student employment, service learning, research, and internships into each academic program curriculum, creating a professional preparation path that parallels the academic curriculum.

Goal 1.4 — UMM will advance its culture of inclusion and campus diversity.

Action 1: Align academic and student services, student engagement opportunities, and campus activities to address the specific needs of adult, commuter, and veteran learners.

Action 2: Build on the University's reputation as an inclusive community by taking steps to expand community commitment to diversity, increase diversity through student recruitment, and implement a multicultural campus and community space to bolster diversity and inclusivity programs, student empowerment, leadership development, and dialogue.

Strategic Direction #2

Enhance the University's coastal identity by expanding education and public service connections with the communities and natural environments of Maine's Bold Coast

UMM is Maine's Coastal University, embracing experiential learning through the environmental liberal arts. The liberal arts have an environmental focus at UMM because they are linked to our location, the Bold Coast of Maine. Our programs reflect our location, and this location serves as classroom, laboratory, and studio for all of our students. Environmental liberal arts entails a symbiotic relationship between the University, the human community, and the natural environment that surround us. The centerpiece of our core curriculum is the understanding and stewardship of social, cultural, and natural environments. Academic and co-curricular experiences empower students to gain professional experience, while making significant contributions to the quality of life in the region.

Goal 2.1 — UMM will enhance disciplinary and interdisciplinary ELA learning opportunities that capitalize on the Institution's coastal location.

- Action 1: Refine the ELA core curriculum through assessment of learning and consideration of student feedback.
- Action 2: Boost the presence of coastal studies across academic programs, including the addition of a new criterion for program review and evaluation: How does the program reflect and promote UMM's coastal location?
- Action 3: Expand the Environmental Studies curriculum to emphasize specialization opportunities in management, social science, and cultural studies.

Goal 2.2 — UMM will expand applied research, public outreach, artistic expression, and cultural preservation to enhance environmental stewardship, natural resource management, economic development, and community sustainability.

- Action 1: Extend marine and biological outreach, including student-centered and community partner research, to bolster local industry and economic growth, and to provide students with experiences grounded in “real-life” situations.
- Action 2: Apply literary and artistic learning activities to preserve, explore, and showcase the natural and cultural resources of the region.
- Action 3: Explicitly demonstrate through curricula and other programs how ELA supports a stewardship of the natural and social environments.

Goal 2.3 — UMM will invest in personnel and campus infrastructure that advances the University's commitment to environmentally based education and our coastal setting.

- Action 1: Develop a long-term educational, recreational, and stewardship plan for the Tibbetts campus addition, University gardens, and Indian River Field Station, using a campus-wide task force.
- Action 2: Prioritize staff and faculty professional development activities that resonate with our ELA coastal identity and our service to rural populations.

Strategic Direction #3

Achieve and maintain financial stability and sustainability

UMM is determined to close its structural budget gap by fiscal year 2019, as anticipated in the 2014 UMS Board of Trustees Strategic Outcomes. While the challenge is sizable, this strategic plan, coupled with UMS initiatives, provides a realistic means to reduce the structural budget gap each fiscal year, starting in 2015. While many of the planning elements described in all of the strategic directions contribute to closing the budget gap, they also advance our overall mission and enhance student success. The following goals identify additional key steps to achieve financial sustainability.

Goal 3.1 — UMM will reach and exceed its recruitment targets through an improved strategic recruitment plan focused on its coastal identity and segmented markets.

- Action 1: Develop and implement a comprehensive, long-term and segmented recruitment plan in conjunction with the multi-year budget plan.

- Action 2: Develop and implement marketing plans for Washington County, Maine, and out of state populations, focused on growing recruitment markets based on UMM's coastal identity, intimate size, location-focused academic programs, and student services.
- Action 3: Based on student, staff, faculty, and community feedback, develop and implement a communication plan that streamlines communications to consistently produce identity-driven materials to prospective and newly matriculated students in each segmented market.
- Action 4: Use data gathered from prospective students, both those who do and do not matriculate, to understand students' decision-making influences, thereby improving marketing and communication plans.
- Action 5: Strengthen the University brand through differentiation, which includes messaging, exploring a potential name change to clarify identity, and focusing on high quality instruction and student satisfaction.

Goal 3.2 — UMM will increase the average credit hours per matriculated student from 12.0 to 13.5 over the next three years to reduce student debt, shorten time to completion, and increase tuition revenue.

- Action 1: Examine the potential for other tuition models to advance average credit load.
- Action 2: Restructure intersession programs of study in order to maximize student enrollment.
- Action 3: Provide professional development for faculty and staff advisors to foster optional paths to degree completion.

Goal 3.3 — UMM will increase its efficiency and improve the quality of operations through systems improvement, strategic human resource decisions, and integration of services, both internal and external, across administrative and academic sectors.

- Action 1: Pursue UMS administrative reviews and academic collaborative change processes to gain efficiency and improve quality.
- Action 2: Complete redesign of at least three UMM administrative functions to enhance internal collaborative efficiency.
- Action 3: Provide ongoing staff development focused on customer service, systems improvement, quality enhancement, and productivity skills.

Goal 3.4 — UMM will build additional revenue sources, including increased auxiliary services revenue, collaborations with partner organizations, expanded development and grant-writing and robust conferences, camps, and summer use of the residence halls.

- Action 1: Complete Title III, Davis, Melmac, and other grant applications to fund expanded student retention measures.
- Action 2: Identify and prioritize, in collaboration with UMM's Board of Visitors, projects for fundraising in support of programs and infrastructure on campus.
- Action 3: Increase residential hall occupancy and revenue by increasing camps, conferences, and hoteling of students from other universities.

Strategic Direction #4

Build and sustain strong community involvement and connections

Community engagement is a collaborative enterprise integral to the UMM mission and requires the commitment and involvement of all University employees and students. Interaction with the community builds student success, draws strength from the local region, and supports the role of the public University in the state. A healthy campus culture integrates with the local community to promote a higher quality of life for all involved. UMM will build on its Carnegie designation as a Community Engaged Campus by expanding its connections with local communities through responsiveness to community needs, being receptive to community ideas, understanding economic and social conditions, and pursuing purposeful action and interaction. UMM contributes to the regional economic, social, and cultural wellbeing through workforce development, serving as a cultural center for the region and a leader in sustainability practices. UMM will cultivate the educational aspirations of the community, and respond to current and future needs through collaboration and partnerships.

Goal 4.1 — UMM academic programs will respond to workforce development opportunities, aligning with economic, social, and cultural needs and opportunities of the state and region.

- Action 1: Use partnerships with regional and state agencies, as well as communication with primary employers, to determine valuable programs and educational structures to advance the economy and serve citizens.
- Action 2: Develop advisory boards composed of community members and alumni for each academic program to assure the applicability of the curriculum content and resources in light of workforce and industry needs.
- Action 3: Strengthen the role of the Board of Visitors to assist with achievement of the strategic plan and support the work of UMM and the University of Maine System.

Goal 4.2 — UMM will operate at the institutional level to further cultivate sustainable long-term partnerships with regional organizations and alumni in a reciprocal fashion. Employees and students will be responsive to the life and needs of the community, and community partners will be integrated into campus programs and activities.

- Action 1: Integrate operations with partner community organizations to increase resources and efficiency in providing our students with educational and professional opportunities.
- Action 2: Build a Community Partners Portal and communication processes to increase visibility for community engagement activities and partnerships with selected regional organizations.

Cross-Reference with UMS Strategies	
UMS Strategic Outcomes 2014	Advanced by UMM Goals
Strategic Integration #1	Overall Plan
Strategic Integration #2	3.3
Strategic Integration #3	3.3
Strategic Integration #4	3.3
Financial Sustainability #1	3.1-3.4
Financial Sustainability #2	3.1-3.4
Financial Sustainability #3	System-Level
Education #1	1.1, 1.4, 3.1
Education #2	1.1, 1.4, 3.2
Education #3	2.1, 1.2
Education #4	Board Action
Education #5	1.2
Education #6	1.1
Education #7	1.3, 4.1
Education #8	1.2, 1.3
R&D #1	2.2
R&D #2	N/A
R&D #3	4.1
R&D #4	4.1
Public Service #1	Completed
Public Service #2	4.2
Public Service #3	System-Level

UMM Strategic Plan Implementation Matrix

ACTION	TARGET RESULT	COMPLETION DATE	LEAD IMPLEMENTOR
1.1.1	Develop FYE plan	June 2015	Dean of Students
	Implement MAP-Works with full faculty & staff training	December 2015	Dean of Students
	Implementation of FYE plan	December 2015	Dean of Students
	Monitor and achieve first-year retention targets	Annual	Provost
1.1.2	Develop SYE plan	June 2016	Dean of Students
	Implementation of SYE plan	December 2015	Dean of Students
	Monitor and achieve second-year retention targets	Annual	Provost
1.1.3	Redesigned exit procedure designed and implemented	August 2015	Dean of Students
	Creation of alumni and former student database	August 2015	Provost
1.1.4	Finalize learning community model, incorporating academic and student affairs aspects	November 2015	Dean of Students
	Six learning communities established with set of co-curricular programs linked with learning outcomes	April 2016	Director of Res & Comm Education
1.2.1	Establish Associate-Level General Education Learning Results	December 2015	PREC
	Implement Changes in Resulting Curriculum	May 2016	PREC
	Expand Baccalaureate General Education Assessment to 50% of learning outcomes	December 2015	PREC
	Expand Program-Level Assessment to 50% of learning outcomes	December 2016	Division Chairs
	Annual program assessment reports complete	Annual	Provost
1.2.2	Alumni Contact List updated with system set for ongoing maintenance	December 2015	Presidential Assistant
	Social networks established for alumni connections	December 2015	Career Services
	Annual alumni survey established	May 2016	Provost
	Annual alumni report on academic impact, career progression results, with >25% response	December 2016	Provost
1.2.3	Co-Curricular learning outcomes established	May 2015	Dean of Student Affairs
	Co-Curricular assessment implemented	December 2015	Dean of Student Affairs
	Streamlined student survey process established for co-curricular, first-year, and graduation assessment and satisfaction	December 2015	Dean of Student Affairs
1.3.1	Develop and implement integration plan	August 2015	Provost
	Annual report documenting increasing participation in service and professional preparation activities	June 2016	Career Services
1.3.2	Professional career paths for each program established	June 2016	Provost

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ACTION	TARGET RESULT	COMPLETION DATE	LEAD IMPLEMENTOR
1.4.1	Inventory needs and develop plan, linked with FYE and SYE plans	December 2015	Dean of Students
1.4.2	Develop and implement diversity recruitment and retention plan	August 2015	Dean of Admissions
	Develop and implement multicultural leadership resources and support plan	August 2015	Director of Res & Comm Education
2.1.1	Inclusion of Core Curriculum feedback into FY and Graduation Surveys	December 2015	Study Center Director
	Completion of Initial Learning Outcomes Assessment	May 2015	PREC
	Expand General Education Assessment to 50% of learning outcomes	December 2015	PREC
	Revision of Curriculum	December 2016	Provost & PREC
2.1.2	Revision of Program Review Criteria	May 2015	Provost & PREC
	Inclusion of Coastal reference in each academic program (curriculum and/or service)	May 2016	Provost
2.1.3	Completion of Environmental Studies review	May 2015	EBS chair
	Implementation of new curriculum	December 2015	PREC
2.2.1	Increase NSSE score for student involvement in service projects above peer average	June 2016	Provost
	Annual report on research impact, including community partners	June 2015	Provost
2.2.2	Complete Natural History & Regional Culture exhibit	August 2015	Director of Art Gallery
	Annual report on regional connections in the arts	June 2015	Provost
2.2.3	Develop webpage on environmental components of programs	August 2015	Director of Public Relations
2.3.1	Plan for land use and stewardship established	December 2015	PBAC
2.3.2	Professional development funding criteria established	August 2015	Provost
3.1.1	Develop and implement recruitment plan	July 2015	Dean of Admissions
3.1.2	Develop and implement recruitment & retention marketing plan	July 2015	Director of Public Relations
3.1.3	Revised communication templates, sequencing and procedures implemented	July 2015	Dean of Admissions
3.1.4	Survey designed and implemented	July 2015	Dean of Admissions
3.1.5	Demonstrated increase in name recognition through UMS surveying	December 2016	Director of Public Relations
	Campus consideration of key identity measures, including University name, in connection with UMS development	May 2016	President

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ACTION	TARGET RESULT	COMPLETION DATE	LEAD IMPLEMENTOR
3.2.1	Inventory alternative tuition models	August 2015	CFO
	Analyze financial and enrollment impacts	December 2015	CFO
3.2.2	Extend May session to two weeks	May 2015	Registrar
	Increase Winter session course inventory	December 2015	Provost
3.2.3	Advising workshop and resources in place Increase knowledge/incentives on timely student completion	May 2015	Student Success
3.3.1	Reduce expenses by 10% through UMS collaborations	June 2016	CFO
	Identify student policy and procedure hurdles to effective collaboration, with a customer service focus	December 2015	Provost
3.3.2	Reduce expenses by 15% through internal reorganizations	June 2016	CFO
3.3.3	Series of workshops planned and held	June 2016	Human Resources
3.4.1	Identified grants submitted	June 2016	Dean of Student Affairs
3.4.2	Annual fundraising goals and purposes identified	June 2015	President
	Fundraising strategies implemented	December 2015	President
3.4.3	Analysis of potential revenue	May 2015	Director of Res & Comm Education Director of Res & Comm Education
	Implementation of external housing strategies	June 2016	Education
4.1.1	Prepare annual assessment of Washington County workforce needs and academic implications, in consultation with Dept of Labor, Machias Career center and Sunrise Economic Council	December 2015	Provost
4.1.2	Write Academic Advisory Board policy	May 2015	Provost
	Establish Academic Advisory Boards for all Baccalaureate programs	December 2015	Division Chairs
4.1.3	Establish annual Board of Visitors goals	August 2015	President
	Develop and implement policy and procedures on Board of Visitors involvement across campus operations	December 2015	President
4.2.1	Webpage developed with plan for maintenance	August 2015	Director of Public Relations
4.2.2	Explore a strategic alignment with the Maine Career Center to strengthen student career exploration and employment opportunities.	August 2015	Career Services
	Identify potential organizations for focused collaborations	August 2015	Cabinet