



UMF Strategic Plan January 2022 Updates

UMF
ReIMAGINED

THREE years, ONE strategic university, GENERATIONS of resilience



We gathered and **listened**,
led by five guiding principles.

ReIMAGINING 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:



We've rolled up our sleeves to face big problems with a simple approach: We acknowledge where we are. We uncover and analyze how we got here. Then we work together to ReIMAGINE inspired and lasting solutions.



We're designing a new **way forward**.

Our current challenges demand bold action and an ambitious timeline. The university we're collectively ReIMAGINING 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 need-based 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 shoring up UMF 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
- Diversity, Equity & Inclusion
- Vibrant Campus Life

PILLAR 2: COMMUNITY ENGAGEMENT

- Advancement & Alumni Engagement
- Strong Internal & External Communications
- Rich External Partnerships
- Regional Economic Development
- Build Brand Awareness

PILLAR 3: STABILITY + GROWTH

- Increase Enrollment
- Solid Financial Stewardship
- Inclusive 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



UMF
University of Maine
Farmington

"I am enough of an artist to draw freely upon my imagination.
Imagination is more important than knowledge. For knowledge
is limited, whereas imagination encircles the world."

- Albert Einstein



Founded in 1864 as Maine's first publicly funded normal school, the Western State Normal School graduated its inaugural class in 1866. Since then, it has gone by different names and added a liberal arts curriculum before joining the University of Maine System in 1968 as the University of Maine at Farmington. Early on, "normal" meant providing model classrooms in which to teach model teaching practices. Nothing is normal anymore, but Farmington has always been a model. It has stood the test of time—and now we're poised to lead.

 UNIVERSITY OF MAINE
FARMINGTON

Year 1: work streams and objectives

Desired
Outcomes

Organizational Design

Planning and Decision Making

System Alignment

Diversity, Equity, & Inclusion

4 to 3 Credit Switch

Innovative Curriculum

Retention and Grad Rates

System Alignment

Experiential Learning

Enrollment Plan

Increase Enrollment

Student Success

Improve Retention

Overhaul Financial Support Model

Advancement

New Marketing Plan

Diversity, Equity, & Inclusion

Needs-Based Budget

Financial Stewardship

Planning and Decision Making

Diversity, Equity, & Inclusion

Workflow Timelines

Workflow	Spring '22	Summer '22	Fall '22
Curricular Redesign	Begin transition planning from a 4 to 3 credit course system	Continue transition plan to a 3-credit course system	Finalize transition plan to a 3-credit course system
KPIs:	<ul style="list-style-type: none"> -Revision of every academic program and courses reviewed by Faculty Senate -Midpoint report to System/Board of Trustees 	<ul style="list-style-type: none"> -Curriculum Committee review of revised courses -Program work completed on individualized transition plans -Education programs complete curriculum redesign 	<ul style="list-style-type: none"> -Revised catalog, course rotation, and course scheduling for Fall '23 -Communication of new curriculum structure to the accrediting body -Individualized transition plans for students started
Budget	Complete and submit FY23 Budget	Identify innovative opportunities to increase financial resources for UMF strategic priorities	Start needs-based budgeting exercise for FY24
KPIs:	Acceptance and approval by the Board of Trustees	Enhance finance and budgeting processes to ensure appropriate stewardship of financial resources	Receive department submissions for consideration

Workflow Timelines Cont.

Workflow	Spring '22	Summer '22	Fall '22
Enrollment Management	New Enrollment Management Plan (includes updated student financial support model and enrollment marketing plan)	Phase 1 Implementation	Phase 2 Implementation
KPIs:	<ul style="list-style-type: none">-Reflects strategic priorities and aspirations-Works from the strengths of the institution-Acknowledges and addresses our demographic realities		
Organization Design	Delivery of Org Review, including recommendations	Phase 1 Implementation	Phase 2 Implementation
KPIs:	<ul style="list-style-type: none">-Understands the current culture and process needs-Pinch points are identified-Strengths and opportunities for collaboration are discovered-Administration accepts Phase 1 action items		

Organizational Design Review Timeline



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



Progress and next steps Enrollment Management Plan

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



- New Strategic Plan Website, updated monthly
 - www.umf.maine.edu/reimagined/
- New Safe Return Website, updated regularly
 - <https://www.umf.maine.edu/return/>

Thank you

Q&A

See you at our
next Town Hall