



# UMF Strategic Plan October 2021 Updates

Reimagining the University  
2021-2024

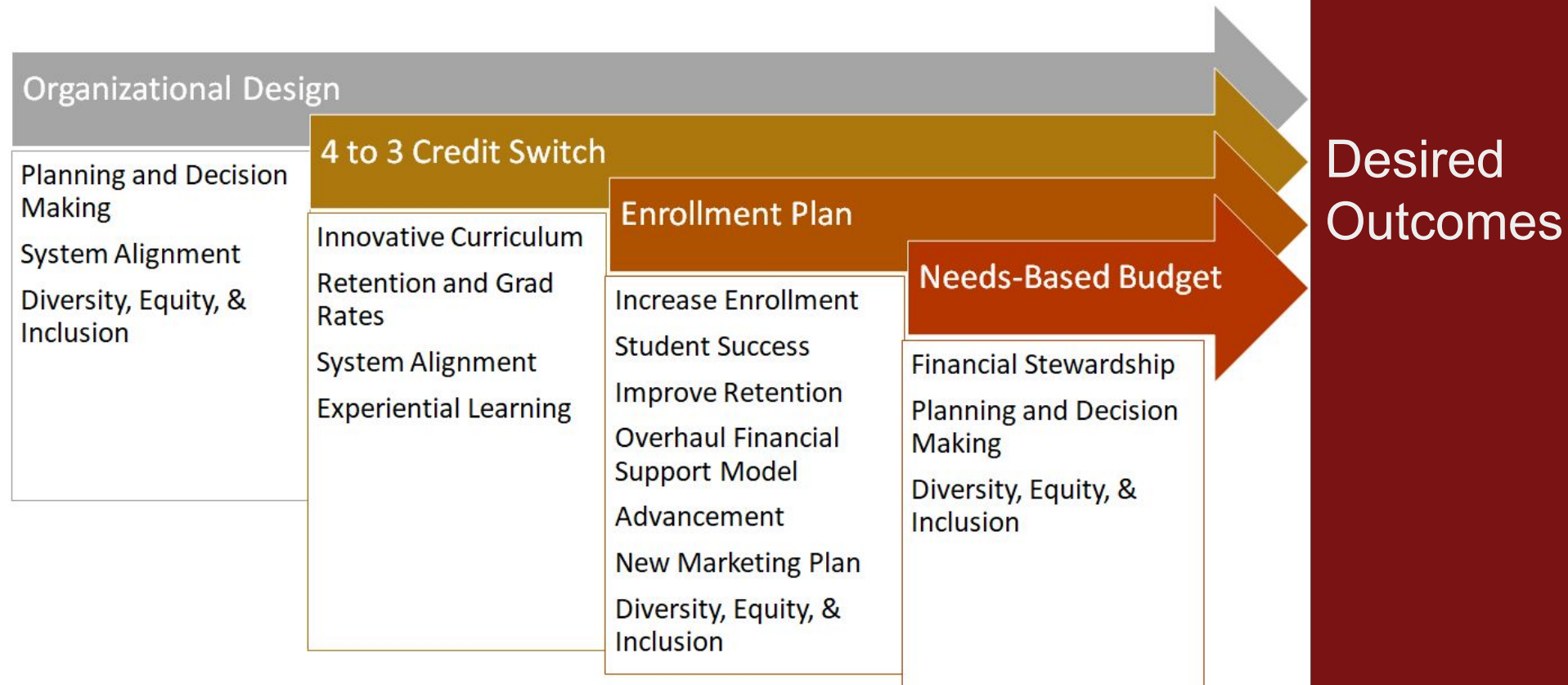
# Crosswalking the Strategic Plan to the Four Workstreams

The Plan addresses the University's most pressing and serious challenges: financial unsustainability, perceived lack of alignment with the University of Maine System, declining enrollments, a student-to-faculty ratio that has dropped to the bottom quartile among its peers, erosion of state funding, limited donor support, and destructive competition with other campuses.

Among the actions to be initiated in the Plan's first year to address these issues: transition from a four- to a three-credit hour system; expand work with other campuses to eliminate duplicative programs and allow UMF to draw more on System resources for providing students course opportunities using distance learning; development of secondary school and community college pipelines to bolster enrollment; completion and implementation of an organizational design review; and development of an enhanced program of alumni engagement and financial support.

Both the setting of desired Outcomes and the creation of implementing plans for the coming year must be tightly integrated with the budgeting process. The budget should be developed to support the Outcomes set for the year, and the implementing plans should tie to the financing strategy laid out in the budget. The two must work together to achieve the goals of both.

# Year 1: work streams and objectives

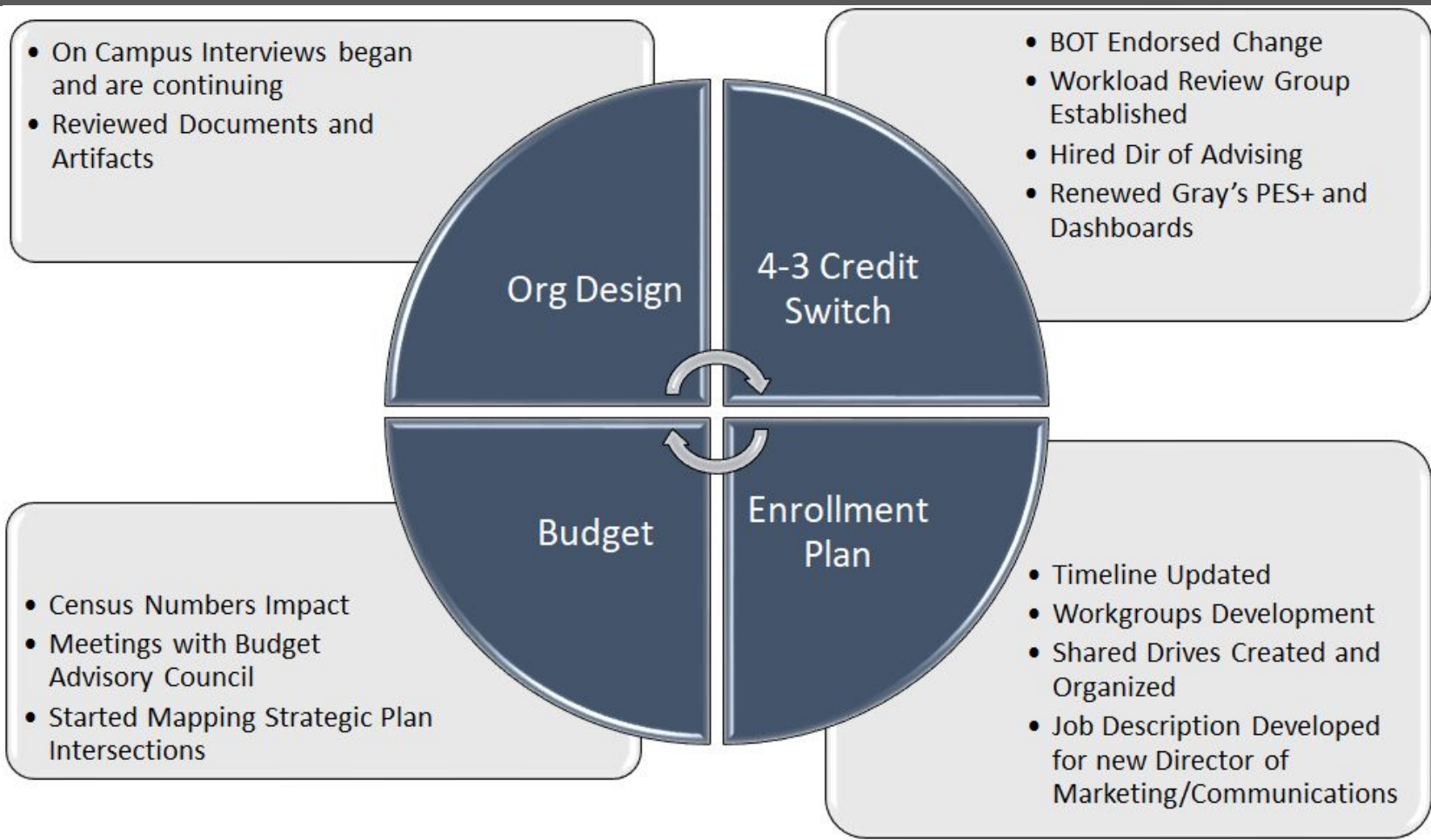


# A Strategic University versus a University with a Strategic Plan

Rather than simply developing a static paper document, the University's approach is intended to build strategic thinking, capabilities, and competencies into the DNA of the institution, so that every action is grounded in, and the result of, strategic thinking.

*“When the rate of change inside an institution becomes slower than the rate of change outside, the end is in sight. The only question is when.”*

# Progress since the last Town Hall





# Next steps in organizational design review

## In November

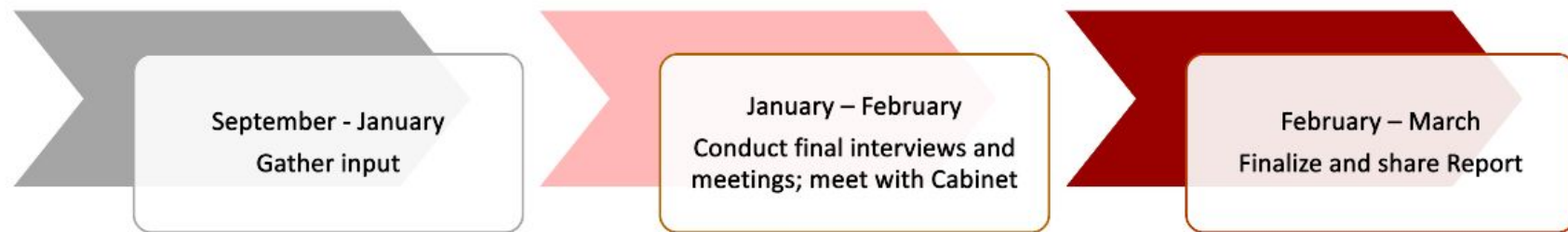
- Individual Interviews – ongoing
  - In-person time slots on November 9th & 10th are still available at <https://appt.link/ODRatUMF/christine-doucette>
  - To request a Zoom interview or to indicate interest for a future in-person timeslot, please contact [samantha.toner@maine.edu](mailto:samantha.toner@maine.edu) (207-581-5443)
- Upcoming Faculty Senate and Staff Senate meetings

## Looking Ahead

- Identify the “pinch points”
- Discover strengths and opportunities for collaboration
- Make recommendations based on the University’s vision and goals



# Organizational Design Review Timeline



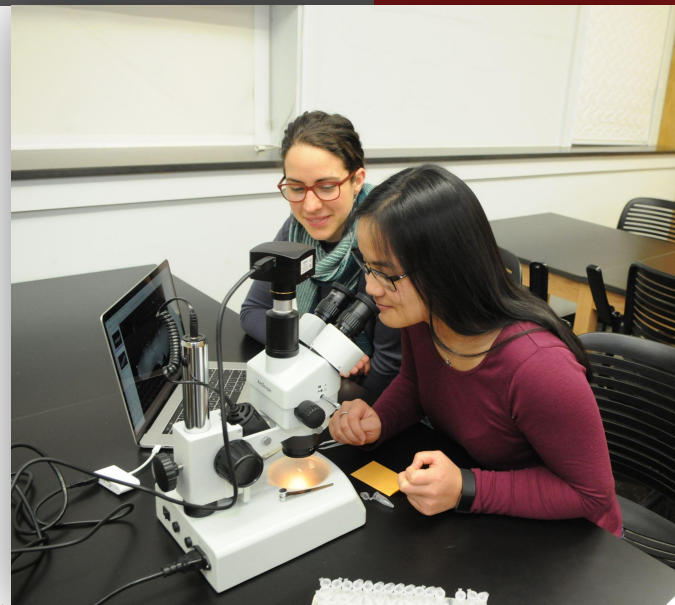
# Next steps in the 4 to 3 credit course system transition

## In November

- General Education discussion
- Faculty workload review group
- Developing academic program summits

## Looking Ahead

- Early 2022: Complete drafts for academic program changes
- Early 2022: Programming summit w/ Admissions and Marketing
- Spring 2022: Midpoint report to System/BOT
- December 2022: Finalization of plan
- Fall 2023: Implementation





# Next steps in financial stewardship

## In November

- Determine (with the BAC) next steps based on analysis of census numbers
  - Credit Hours (735) or (3.1%)
  - Tuition Revenue (\$442,646) or (5.5%)
  - Auxiliary (\$381,850) or (8.9%)
- Establish KPI targets and goals
- Create a process to review the KPI's
- Stakeholder budget training November 15 - 19
- Review budgets with departments



## Looking Ahead

- Continue meetings of the Budget Advisory Council
- Modified zero-based budgeting exercise
- Implement action on the KPI's
- Continuous review of revenue generated from credit hours and how it compares to budget

# Next steps enrollment management plan

## In November

- All committees convened
- Search for Director of Marketing and Communications begins
- Meetings continue for Enrollment Management
  - “Informing Colleagues” come to EM meetings
  - Intersections with academics discussed
- Meetings begin for Financial Support committee
  - Shared drive for FS set up
  - Review of information by FS group
  - “Informing Colleagues come to FS meetings



## Looking Ahead

- Draft plans: started appx. 2 months after the committee start meeting
- Draft plan shared and feedback collection begins
- Hold open meetings for feedback
- Revise draft plan based on feedback
- Final drafts completed for all groups by April 2022

# Informing priority - Advancement



## **In Process:**

- An Advancement leader (staff member)
  - AVP position posted, search committee formed
- A vibrant and engaged alumni network
  - Working with Board of Visitors

## **Looking Ahead:**

- The establishment of a Foundation
- A Capital Campaign
- Cross campus involvement in philanthropic activity

# How is everything being tracked?

WORK STREAMS AND INFORMING PRIORITIES	KEY PERFORMANCE INDICATOR	START DATE	DUE DATE	DURATION	PCT OF TASK COMPLETE	FALL SEMESTER 21				SPRING SEMESTER 22			
						Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr
ORGANIZATIONAL DESIGN													
	Campus Interviews and Surveys	9/24/21	11/15/21	51	60%								
	Current State Snapshot including Dept Structures and Job Tasks/Roles	11/1/21	11/15/21	14	0%								
	Recommendations and Workshift Advice to support SP Goals	11/15/21	12/1/21	16	0%								
	Implementing Decisions	12/1/21	3/25/22	114	0%								
4 TO 3 CREDIT MODEL SWITCH													
	Revise Every Academic Program for 3 Credit Structure	9/24/21	1/23/22	119	20%								
	Programming Summits w/ Enrollment	12/1/21	12/17/21	16	0%								
	Revise Every Course with New Syllabus												
	Revise Course Rotations/Schedule/Assignments												
	Revise General Education Program	11/1/21	12/15/21	44	0%								
	Revise Catalog	12/1/21	3/25/22	114	0%								
	Faculty Workload	11/1/21	12/1/21	30	0%								
	Revise Weekly Schedule Grid	12/1/21	3/25/22	114	0%								
	Accrediting Body Communication for Revised Programs												
ENROLLMENT MANAGEMENT PLAN													
	Enrollment Plan Work Group	10/1/21	1/31/22	120	10%								
	Financial Support Plan for Institutional Aid	11/1/21	1/31/22	90	0%								
	Marketing and Communications Plan	1/5/22	1/31/22	26	0%								
BUDGET PROCESS													
	Budget Target Established	10/1/21	11/1/21	30	80%								
	Budget Advisory Council Process Approved	11/1/21	11/22/21	21	0%								
	Department Manager Training	11/15/21	12/15/21	25	0%								
	Needs-Based Budget Proposals	12/15/21	1/15/22	30	0%								
	Establish FY23 Budget	1/5/22	1/23/22	18	0%								
ADVANCEMENT													
	AVD Position Approved and Posted	9/24/21	10/20/21	26	100%								



# How can I help?



- Remain positive
- Help retention by continuing filling out Academic Success Team reports
- Engage in workgroups
- Ask questions

# Some of your questions

We've been waiting for decisive strategic action that only the administration can initiate...Why are we being so placid in the face of this five-alarm fire?

How do managers/supervisors lead their teams during transition?  
What support will be there for them?

Growth for growth's sake can be problematic. Why is this an objective? Can you clarify?

How do you envision UMF as an institution in 5 or 10 years? Will we still be a public liberal arts university or something else? How will we fit into the UMaine system?

When is the draft of next year's budget due to the system, and how will we ensure we have ours complete and ready by then, in light of how much work there seems left to be done?

Can we put a card reader in lower Roberts so that parking lot can share the burden of the student center parking lot?





# Thank you

Q&A

See you at our  
next Town Hall