



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.

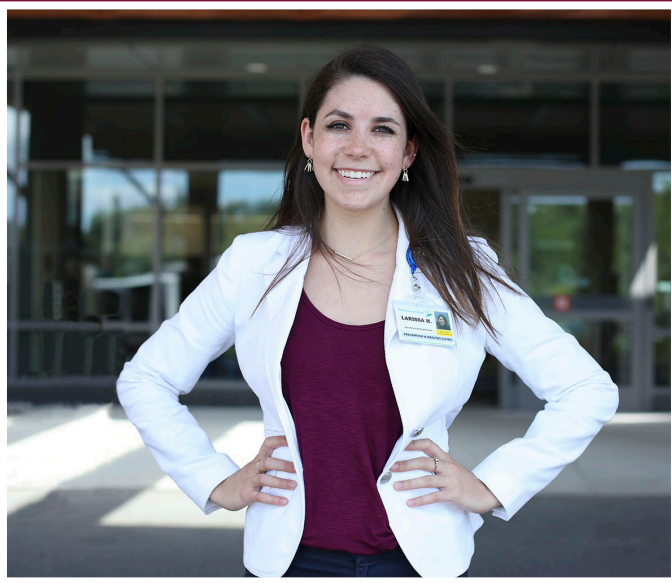
umf.maine.edu/reimagined



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.



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photo by: Matt Billian



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