THE WAY IT SHOULD BE
University of Maine at Presque Isle

2020 Strategic Plan

Revision 01/16/19
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Vision

We will lead the State of Maine in delivering an affordable and accessible education with an innovative spirit and commitment to excellence.

Mission

We deliver exceptional experiences for learners of all ages to become informed leaders, engaged citizens, and prepared professionals within their communities and beyond.

Institutional Values

- Supportive
- Ethical
- Responsive
- Visionary
- Collaborative

Service Promise

Excellence, every day!
Strategic Plan

Goal One—Campus Culture: The University will enhance organizational excellence and enable all employees to achieve their potential by creating a culture of constant improvement while also enhancing a sense of community and campus pride.

Sponsors: Ben Shaw and Dori Pratt

Initiative 1.1: The University will enhance professional development for all employees.

Initiative 1.2: The University will implement lean initiatives to improve performance and increase efficiency.

Initiative 1.3: The University will strengthen a sense of community on campus and strive to improve the health and morale of all campus employees.

Initiative 1.4: The University will develop and maintain a comprehensive onboarding and offboarding program.
**Goal Two—Student Success: The University will improve student outcomes as measured by retention, persistence to degree completion, and academic achievement.**

**Sponsors: Deans**

**Initiative 2.1:** The University will implement a student-centered education that provides clear and measurable learning outcomes, timely formative assessments and feedback, and a clear grading system. Students will have the opportunity to refine and demonstrate their knowledge and skills through high impact practices, internships, and service learning opportunities.

**Initiative 2.2:** The University will ensure that living and learning environments (e.g. classrooms, labs, residence halls, dining, athletic facilities), are appropriately designed, configured, and equipped in support of practices maximizing student achievement and engagement.

**Initiative 2.3:** The University will utilize, develop, and promote best practices that provide innovative student engagement experiences.

**Initiative 2.4:** The University will employ a coordinated, date-driven early alert system and maximize the use of analytics to improve student outcomes.

**Initiative 2.5:** The University will ensure that all majors maintain comprehensive curriculum pathways ensuring students' ability to complete degrees within two or four years, that we provide best practices in regards to academic support services in their effort, and that we excel our peers in regards to the percentage of the student body completing degrees and other relevant credentialing within both four and six year cohorts.

**Initiative 2.6:** The University will maintain a comprehensive campus to career program that prepares students for a successful post-graduate transition.

**Initiative 2.7:** The University will ensure multiple delivery modes of high-need programs and its general education curriculum to maximize access to demographically diverse local, national, and international learners and support on-time completion of such programs.

**Initiative 2.8:** The University will create a Houlton Higher Education Center Strategic Plan.
Goal Three—Community Engagement: The University will meet the needs of regional employers by increasing the number of workforce-ready graduates who become employed and have successful careers.

Sponsor: Ray Rice and Debbie Roark

Initiative 3.1: The University will establish a Campus to Career Steering Committee and individual program advisory boards as appropriate to their disciplines to ensure academic programming and learning outcomes across our curriculum that is both relevant and responsive to the needs of today’s workforce.

Initiative 3.2: The University will work with employers to integrate internships, practicums, research opportunities, service learning or other work experiences into all academic programs.

Initiative 3.3: The University will encourage and facilitate national and international student exchange experiences that enhance intercultural and global learning without impacting time to completion.

Initiative 3.4: The University will engage alumni to provide campus to career opportunities for current students and graduates.

Initiative 3.5: The University will enhance the educational, economic and cultural development of our region.
Goal Four-Enrollment: The University will create an integrated marketing plan and brand, thereby creating relevancy and action among its constituencies to recruit and enroll right-fit students.

Sponsor: Deborah Roark and Jason Towers

Initiative 4.1: The University will create a university branding strategy.

Initiative 4.2: The University will implement a marketing plan with objectives to recruit a diverse student population based on a variety of student types (early college, traditional, online, CBE, readmits, student athletes, in-state/out-of-state/international, transfer, etc.)

Initiative 4.3: The University will grow total enrollment through an integrated marketing and communication plan involving a variety of media channels (traditional, paid and social media marketing) that will move prospects from inquiry to enrollment by targeting and segmenting the market.

Initiative 4.4: The University will continuously analyze and develop student financial assistance strategies, thereby supporting the financial aid packaging needs of all students.

Initiative 4.5: The University will develop and implement a plan for increasing educational partnerships with K-12 and other educational and business entities to support the enrollment and seamless transition of students for undergraduate and graduate programs.

Initiative 4.6: The University will further develop and expand to better serve the adult learner. These efforts will focus on the continued development and expansion of the Your Pace CBE program and through the Houlton Higher Education Center.
Appendix A
History and Planning Process

In Spring 2013, President Linda Schott began leading a campus-wide discussion of a new vision for UMPI. The campus learned about the institution’s financial status and enrollment trends, forces disrupting higher education nationally, and changes in public education in Maine. During Summer 2013, the Executive Leadership Team worked together to envision what a highly successful UMPI would look like in 2020 and what steps could be taken to make that vision a reality. The team drafted a new vision, mission, and statement of institutional values and began disseminating those to all campus constituencies for discussion. The team used the ensuing feedback to revise the statements and then presented the draft documents to the Board of Trustees of the University of Maine System for preliminary approval. The Board responded enthusiastically and encouraged UMPI leadership to move ahead with the formulation of a strategic plan based upon the revised vision and mission.

In December, the President constituted a Strategic Planning Committee (SPC) with representatives from all campus constituencies and engaged Bryan Thompson, UMPI Assistant Professor of Business, and his student, Abigail Poole, to facilitate the planning process. The SPC met twice, conducted a SWOT analysis, and identified five areas as key to the achievement of UMPI’s new vision: the personalization of pedagogy, the personalization of campus services, enrollment management, career preparation of students, and alumni engagement and community outreach. The President then organized sub-committees for each of these areas, identified additional campus and community members to serve on those sub-committees, and charged each sub-committee with delivering recommendations for key Strategic Directions by the end of February.

The President then distributed the recommendations of the sub-committees to the University Senate and the Faculty Assembly for comment and engaged the Executive Leadership Team to draft a strategic plan based upon the recommendations. The draft plan was then presented to the Strategic Planning Committee for comment and for suggestions about action steps and assessment targets. After additional revisions, the Executive Leadership Team and Professor Thompson presented the plan to various campus constituencies: the Executive Committee of the UMPI Foundation Board; the University Senate; the Faculty Assembly; the Alumni Board; and Student Government. The plan was also presented at two Open Forums on campus. Professor Thompson noted questions and suggestions, and the Executive Team prepared a final draft for presentation to the Board of Visitors and the Board of Trustees.

During the Fall 2017, President Ray Rice and his Cabinet updated the 2020 Strategic Plan, including revising the mission and vision of the university, as well as modifying the goals and initiatives in the plan.
Appendix B
SWOT Analysis

Strengths
- Highly motivated faculty
- Community involvement and support
- Small size
- Affordable with low level of student debt
- Gentile Hall
- Hard working dedicated employees
- Room to grow without dramatically increasing costs
- New, innovative programs being planned
- Sustainable energy initiatives

Weaknesses
- Customer service is sometimes poor
- Need better technology and support for it
- Department rivalries
- Marketing is virtually non-existent
- Some employees are reluctant to change
- Some programs are not well-connected to the community
- Most of the physical plant is old and in need of updating and repair
- Student engagement is low
- Low employee morale
- Name recognition is poor

Opportunities
- Community would welcome additional engagement
- Possibility of increasing online/digital programs
- Need for some IT related programs
- Increase recruitment of local high school graduates
- Develop partnerships with other academic institutions
- Develop internships for all fields
- Increase Grant Funding
- Desire for more STEM programs
- Fundraising can be expanded
- Community College Agreements can be expanded
- Alignment with proficiency based high schools
- Increase adult students and veterans
• Increase business from conferences and events

**Threats**
• Demographic trend for Aroostook County and Maine
• Decreasing state funding and tuition revenue
• Competition from other colleges
• Energy costs
• Slow economic recovery
• Availability of jobs for graduates
• No technology programs
• Declining enrollment
• Public skepticism of higher education
• Bad publicity from Payscale story in 2013