



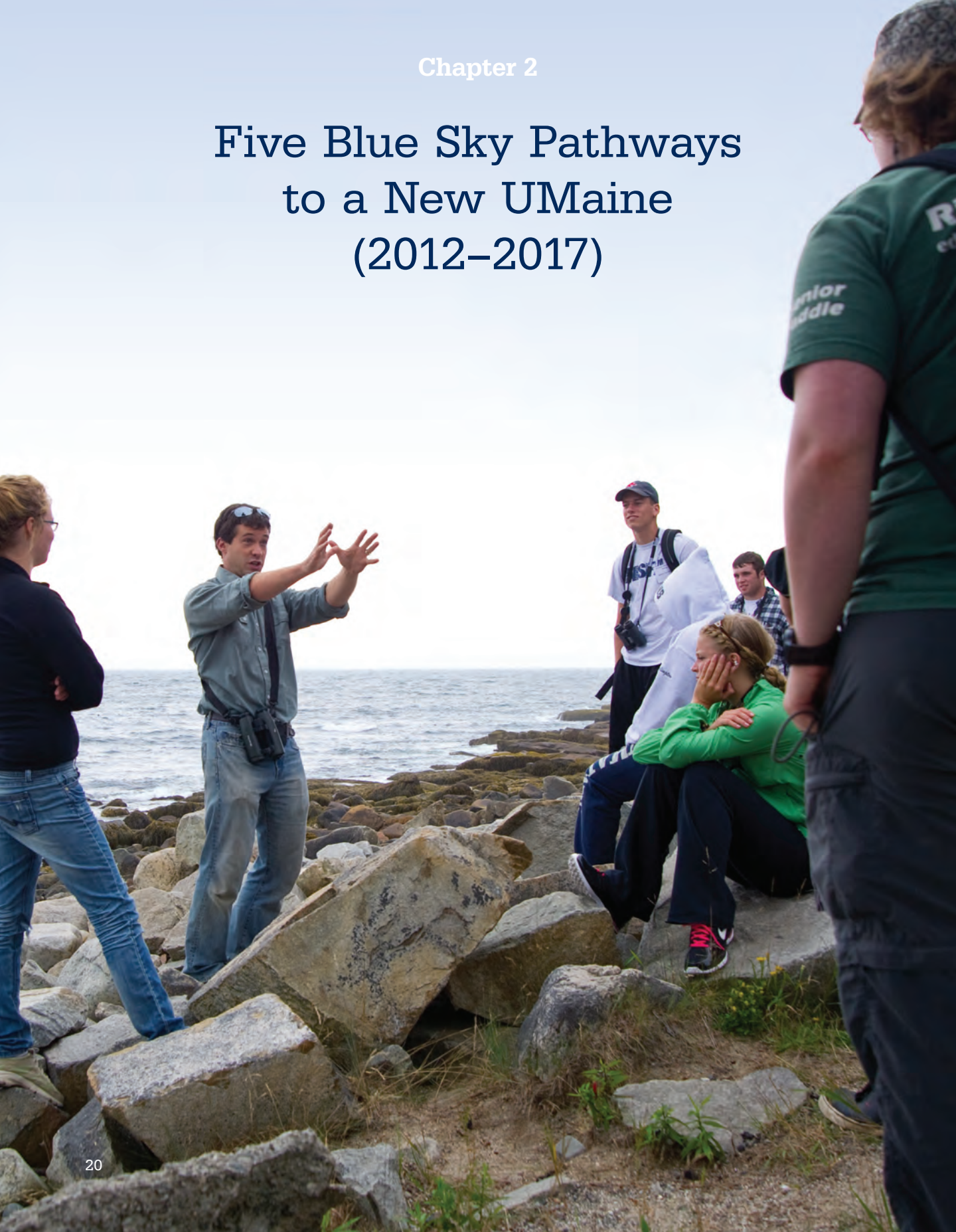
# The Blue Sky Project

Reaffirming Public Higher Education  
at Maine's Flagship University



Chapter 2

# Five Blue Sky Pathways to a New UMaine (2012–2017)



## PATHWAY

## 1.

# Serving Our State: Catalyzing Maine's Revitalization

The University of Maine will align its innovation, entrepreneurship and community outreach with the priority economic and cultural needs of Maine. Our interconnected research, teaching and service mission will be a primary engine that drives Maine's future. Our research enterprise will increase UMaine's stature and footprint, and expand "use-inspired research." We will focus on targeted growth in arenas promising returns on investment that will ultimately benefit all of our constituencies.

Following this Pathway will ensure that UMaine is a more responsive, adaptive and powerful partner, and will enable critical growth in areas such as business development, sustainable energy development and entrepreneurship, addressing Maine's STEM (science, technology, engineering, mathematics) needs, regional research and economic development, P-20 education, and health care and social services. We will promote the state's cultural heritage while affirming the centrality of a liberal arts education at the state's flagship university in providing critical thinking and communication skills to all professions, while enhancing quality of life for Maine's citizens.

## Pathway Initiatives

- **Enhance our impact on the economic and social fabric of Maine**, including strengthening existing campus/private sector partnerships, while increasing our total partnerships by 50% by 2017.
- **Continue to match and more closely align UMaine research strengths** with the seven Maine Technology Sectors for Economic Development.



## PATHWAY

## 2.

## Securing Our Future: Ensuring Financial Sustainability

We will take bold and innovative steps to strengthen our financial position efficiently by increasing operating revenues as an offset to operating expenditures. We will revise our organizational structure to support our academic and research agendas effectively and efficiently. This will require us to redesign and define the optimum business model of higher education for a 21<sup>st</sup>-century public research university that strategically grows new operating revenues beyond operating expenditures to ensure fiscal sustainability. We will use data-driven decision making and bold leadership to reshape the size and quality of Maine's flagship campus enrollment. We will strive to increase the university base budget to fund new campus initiatives, including strategic faculty hires, with clarity and confidence. We will sculpt the optimal balance of in-state, out-of-state and international students at the graduate and undergraduate levels to foster and sustain the most healthy and vibrant university for Maine. We will encourage colleges and other academic units to cooperatively pursue entrepreneurial avenues toward improving financial sustainability. We will enhance our research capacity and output as measured in the core areas of research expenditures, private foundation funding, intellectual property creation and royalty income, and industry-funded research. We will realign our Advancement partners to conduct friend-raising and fundraising in a more strategic and effective manner. This will achieve new revenues that ensure UMaine's fiscal stability. We will continue to increase transparency and accountability through established benchmarks and metrics.

Following this Pathway will enable UMaine to fund the excellence consistent with our vision for engagement and consistent with the strategic directions of the University of Maine System. This will require a commitment to entrepreneurial approaches in institutional budgeting and decision making, and will build the necessary foundation for future investments in key academic areas, including the hiring of new faculty necessary for maintaining excellent teaching, research and outreach activities at UMaine.



## 3.

## Embracing a Culture of Excellence: Promoting Spirit, Community and Collaboration

We will refresh and reintroduce the unique UMaine brand to our many constituencies on campus and externally across the state, region, nation and world. Our communication and outreach efforts will be thoughtful, strategic and consistent, and we will recruit key constituencies to help us advance our mission and achieve our vision. We will plan with intent to grow a culture of continuous engagement among our campus citizens and community partners. Our teaching and research enterprise will increase its stature and footprint in expanding the boundaries of knowledge, as measured by interdisciplinary collaborations, publication, public dialogue and disciplinary impact. We will continue strategic and creative efforts to hire world-class faculty who further these boundaries and provide the best possible education to future leaders. We will celebrate and materially reward criteria-based achievement among our faculty and staff by increasing resources for professional development, and creating a structured means for providing training and incentive opportunities. Our plan aims to reward excellence and energize our faculty and staff, who are the key to shaping UMaine's future and establishing a high-quality workplace.

Following this Pathway will result in a more engaged and interactive UMaine campus with our constituencies by creating an effective communication infrastructure to build community and streamline best practices. We will also appropriately reward hardworking faculty and staff. Promoting morale will help us to recruit and retain the best and brightest UMaine employees to advance UMaine.



## PATHWAY

## 4.

## Transforming Lives: Strengthening the UMaine Undergraduate and Graduate Student Experience

**W**e will promote student achievement and success through graduation, career preparation, job placement and cross-cultural enrichment. We will continue to ensure that our students are taught by appropriately qualified faculty and have a productive learning experience in the classroom. We will expand these and similar avenues of opportunity for our undergraduates, with a special emphasis on cutting-edge undergraduate research collaborations with our finest research faculty and graduate students. We will strengthen our signature Honors College, and we will improve the quality and range of student life and learning opportunities, including new resident life strategies. We will enhance the number and quality of Graduate Research Assistantships/Fellowships available for graduate students to enable us to focus on world-class research experiences. The University of Maine will advance an integrative model of excellence for graduate education in the 21<sup>st</sup> century, and will foster dynamic professional training and development activities through university-wide interdisciplinary research networks.

Following this Pathway will attract top students to UMaine and provide them with stellar support and preparation for careers or further academic achievement. It will reinforce UMaine's academic excellence, expand opportunities for professional success and improve quality of life during their time at UMaine.

### Pathway Initiatives

- **Prioritize and support programs to increase student success and job placement.**
  - Develop and implement novel models for learning to prepare graduates for meaningful jobs and for life, including undergraduate research

## PATHWAY

## 5.

## Restoring the Dream: Renewing Pride and Stewardship of Place

**W**e will restore the dream of the land-grant mission by revitalizing the brick-and-mortar and technology infrastructure critical to our flagship campus. We will ensure funding toward ongoing campus improvement and beautification as we renew pride and renew a culture of stewardship at UMaine. Consistent with the goals of our strategic planning, we will review, revise and expand the campus master plan to align the optimum use of historic buildings with the need for new construction in support of the academic, research and outreach mission, including close monitoring of ongoing capital construction projects to ensure on-time and on-budget progress. We will incorporate long-term planning for our off-campus locations. We will build state-of-the-art technology infrastructure for both on- and off-campus use, and we will work to ensure sound site and utility infrastructure.

Following this Pathway will signal that we value our work and our institution with its 368 campus buildings and structures on 8,313 acres at close to \$1 billion in infrastructure and real estate. This will affirm our responsibility to maintaining and preserving our physical environment as a place of learning and discovery.

### Pathway Initiatives

- **Revitalize the brick-and-mortar infrastructures critical to fulfilling UMaine's flagship mission** and key to our fiscal stewardship of our facilities to result in increased net capital asset value.
  - Incorporate the Total Cost of Ownership (TCO) approach to our management of UMaine's asset portfolio.
  - Develop an Asset Investment strategy that addresses where, what and how we invest.

