

Strategic Integration 1:

Complete all seven campus strategic plans, as well as those from other major elements of the enterprise (e.g., Extension), ensuring that, taken as a whole, they meet the statewide mission-defined portfolio of services. All plans complete and checked against the statewide portfolio by EOY 2014.

MISSION CATEGORY I: EDUCATION

The University of Maine System is an integrated system of distinct campuses, centers and other facilities operating in concert to provide high-quality educational undergraduate and graduate opportunities that are accessible, affordable, and relevant to the needs of Maine students, businesses, and communities. Education mission outcomes are statewide access to educational opportunities, high rates of student success, and program affordability, quality, and relevance.

Ensure Student Access

- **Education Target 1.** Every Maine citizen with a high school diploma has access through diverse modes of delivery to an appropriate UMS degree or certificate program by FY17. Plan complete in FY15.

Increase Student Success

- **Education Target 2.** Each UMS institution executes retention and persistence strategies that achieves an ongoing, aggregate degree and certificate completion rate relative to market segment (each category of population served) exceeding the 3-year rolling average of peer institutions by FY19. Implementation plans are updated and reviewed annually.
- **Education Target 3.** Beginning in FY15, each campus will measure levels of student satisfaction through surveys such as the National Survey of Student Engagement or its VCAA approved equivalent with all outcomes reported to the BOT for review and action.

Ensure Program Affordability

- **Education Target 4.** Average in-state undergraduate tuition and mandatory unified fees as a percentage of 3-year rolling average of Maine median family income is in the lowest (best) quartile nationally with an initial plan for achieving that target available January 2015.

Ensure Program Quality

- **Education Target 5.** All program and campus accreditation requirements are met and System reviewed; at least five UMS academic programs are rated in the top 50

of the best such programs in the country; at least two graduate programs are rated in the top-10. Benchmarks and strategies developed by the Presidents Council in FY15.

- **Education Target 6.** To ensure continuing innovation, the VCAA will maintain a portfolio of best pedagogic practices including the use of technology with updates and adoption metrics reported to the BOT twice annually, beginning FY15.

Ensure Program Relevance

- **Education Target 7.** Maine employer surveys show that UMS works actively with businesses to meet state workforce needs, and that UMS graduates are best-prepared to fill those needs at both the undergraduate and graduate level. Implementation plan by EOY 2014.
- **Education Target 8.** Alumni surveys show that UMS prepared them for career success as well as for civic engagement. Implementation plan by EOY 2014.