



UNE

Our World, Our Future

STRATEGIC PLAN 2024-2029

UNE has made significant progress on multiple strategic initiatives since our strategic plan launch in 2018. The centerpiece of our strategic plan remains an expansive perspective on “health” with our overarching goal to **ESTABLISH UNE AMONG THE PREMIER PROVIDERS OF EDUCATION, EXPERTISE, AND INNOVATION FOR SUSTAINING THE HEALTH OF OUR WORLD’S PEOPLE, COMMUNITIES, AND NATURAL ENVIRONMENT.**

WE ARE AMBITIOUS AND RESTLESS — an institution that is deeply connected to our communities and to the larger world. Look around, and you will find UNE students, faculty, and professional staff in places as diverse as Morocco and Iceland and in clinics and field sites across our nation’s cities, towns, forests, and oceans. You will see us learning from experiences in communities representing every form of human difference. These cultural, personal, and geographic connections reflect the profound respect and concern that our community holds for the **HEALTH OF OUR WORLD** — its people, its communities, and its physical environment. We combine this concern with a remarkable nimbleness, flexibility, creativity, and sense of urgency to make UNE a powerful source of innovation for a healthier planet. It is within this context that we map out our priorities for the next five years.

UNE exemplifies the attributes of a contemporary, visionary, comprehensive university. We build on our strong legacy and prestigious array of programs in the health sciences and remain cognizant that creating a healthier planet requires more than talented health professionals. It requires leaders from all disciplines — including the natural and social sciences, humanities and arts, business, and more — to bring their diverse and complementary skills to bear on the most pressing challenges facing our world.

A key thread runs throughout the six priorities of our plan: **PROVIDING TRANSFORMATIONAL LEARNING EXPERIENCES TO OUR STUDENTS.** It will be imperative that we keep our eye on this North Star as we turn our attention to the next steps in our strategic work.

WE WILL LEVERAGE OUR FOUNDATIONAL STRENGTHS TO:

- **EXPAND ACTIVE and COLLABORATIVE** teaching and learning through pedagogical innovation and enhanced technologies;
- **ENHANCE** our commitment to experiential learning;
- **CREATE EVEN MORE OPPORTUNITIES** for students, faculty, and professional staff to work together across academic disciplines and professional programs; and
- **ADAPT and SCALE UP THE SOLUTIONS** we find to challenges facing local communities in order to address similar challenges around the globe.

Our broad perspective on health requires us to focus on interactions among individuals, communities, and the environment. Moreover, it demands that we look for solutions to our world’s pressing challenges by drawing knowledge and expertise from many academic disciplines. This means exposing students not only to deep discipline-based knowledge but also to cross-disciplinary connections. We will **INCULCATE IN OUR STUDENTS HABITS OF MIND SUCH AS CURIOSITY AND A DRIVE FOR LIFELONG LEARNING**, as well as **PROFESSIONAL COMPETENCIES LIKE PRODUCTIVE TEAMWORK AND COMMUNICATION SKILLS.** Armed with this knowledge and these skills, UNE students will be ready to bring the fullest breadth of understanding and expertise to bear on improving the well-being of people, society, and our planet.

Inspired by this vision and guided by this plan, UNE will empower students to anticipate and meet the challenges of this new world and to become active leaders in creating its future.

UNE — FOR THE HEALTH OF OUR WORLD.



The University of New England prepares students to **THRIVE IN A RAPIDLY CHANGING WORLD** and, in so doing, to **IMPROVE THE HEALTH OF PEOPLE, COMMUNITIES, AND OUR PLANET.**



We realize this mission through our commitment to a distinctive approach to education that puts UNE among the most experientially driven institutions of higher education in the nation. We provide teaching and learning that conjoins problem-based and hands-on learning, liberal education, and professional training to immerse students in an educational experience that prepares them with:

- **HABITS OF MIND**, such as cultural, quantitative, and information literacy, critical thinking, tolerance for ambiguity, and problem-solving skills;
- **DISCIPLINE-BASED KNOWLEDGE** in their chosen programs of study; and
- **PROFESSIONAL COMPETENCIES**, including emotional intelligence, the ability to collaborate in diverse teams, the skills to communicate persuasively, and the attributes to be thoughtful leaders.

We are an institution that challenges students to learn broadly, master their professional skills, ask probing questions, and engage in respectful discourse in the context of a robust marketplace of ideas. In this way, they prepare themselves for further study and successful careers, deeply rewarding lives, and meaningful contributions to their communities and the world.



We are guided by the following values, essential to the culture of the UNE community.

- STUDENT CENTEREDNESS**
- COMMUNITY AND BELONGING**
- RELENTLESS INQUIRY**
- BOUNDARY CROSSING**
- LEARNING EVERYWHERE**
- PROGRESSIVE CHANGE**
- STEWARDSHIP OF OUR PLANET**

STRATEGIC PRIORITIES TO REALIZE OUR VISION, WE WILL FOCUS ON THE FO



PROVIDE EXCEPTIONAL, INNOVATIVE TEACHING AND EXPERIENTIAL, COLLABORATIVE LEARNING EXPERIENCES

We will prepare students to make informed choices, establish meaningful goals, and develop a sense of self in their personal and professional lives by bringing together career-focused knowledge and skills with preparation in liberal education that will be demanded of our graduates in their careers and communities. Student growth will include the capability for self-reflection along with the ability and drive to engage in ongoing self-directed learning. UNE will support students in this learning continuum by providing exceptional academic and co-curricular experiences. Upon graduation, students will have developed a robust portfolio that demonstrates professional competencies in both content expertise as well as refined skills and attitudes.

ADVANCE a culture of learning for students, faculty, and professional staff across all UNE colleges and programs focused on the development of adaptive learners in their programmatic/professional competencies and habits of mind.

ADVANCE UNE's distinctive interprofessional culture of learning through integrated collaborative practices and methods across colleges, schools, departments, programs, and clinical settings.

PROVIDE high-quality, engaging experiential learning opportunities around both discipline-specific and cross-disciplinary, complex challenges that foster the development of habits of mind, professional competencies, and the traits of an adaptive learner.

ADVANCE the integration of simulations, virtual technologies, artificial intelligence, and related technologies to enhance innovative and dynamic classroom and experiential learning opportunities and collaborations both within and across disciplines.

PROMOTE a robust marketplace of ideas both within and outside the classroom, in which students are encouraged to explore diverse perspectives on important, timely topics in the context of constructive, civil discourse.

OPTIMIZE ENROLLMENT, PROGRESS TO GRADUATION, AND LIFELONG LEARNING

Attracting, retaining, and graduating larger numbers of students and ensuring their success at UNE and after they graduate is fundamental to our future. We will continue to create bold and visionary programming that addresses the evolving needs of society and provides transformational experiences for our students. We will focus intensely on the student experience in and out of the classroom to maximize the success of all UNE students. We will also focus on developing a continuum of engagement with students, starting well before and continuing long after their college years — expanding our role in a lifetime of educational engagement.

ESTABLISH new distinctive programs and credentials that add value for current students, generate interest among prospective students, and attract alumni and other adult learners seeking continuing professional and personal development.

ADVANCE new student recruitment.

FOSTER student progression success, persistence, and degree attainment through comprehensive, coordinated, and tailored enrollment management approaches.

DELIVER holistic and integrated academic, co-curricular, and personal support programs that promote student development — academically, professionally, and personally.



PRODUCE FOCUSED RESEARCH AND SCHOLARSHIP

We are a collaborative community of scholars that values all forms of scholarly inquiry. Our students and faculty pursue research and scholarship that is intellectually stimulating, regionally responsive, and globally relevant. We confront the most pressing challenges of our society through foundational, translational, and interdisciplinary approaches to inquiry. In addition to the contributions our faculty make to fundamental discoveries and to solving these problems, they engage undergraduate, graduate, and professional students directly in this work, making research and scholarship essential parts of students' educational experience. This exposure to the hands-on creation and application of knowledge prepares UNE students for success in careers and graduate study and as responsible citizens.

CONTINUE to refine focal areas of research and scholarship that will distinguish UNE and have priority for future investment, faculty recruitment, and external fundraising.

INCREASE meaningful student involvement in research and scholarship.

EXPAND faculty involvement in scholarship and research and strengthen the culture of knowledge production and application.



ENSURE A WELCOMING, INCLUSIVE, AND VIBRANT COMMUNITY

UNE strives to create an exceptionally welcoming community of students, faculty, and professional staff and to be an exemplar for the higher education community. We will build on this environment to create a climate on and around our campuses that respects and honors all dimensions of human difference. We will ensure that people of diverse backgrounds, experiences, and viewpoints are represented and supported on all of our campuses and extended learning sites. Moreover, we will foster vigorous and constructive discourse among the members of (and visitors to) our community that will support our fundamental mission of promoting learning, research, and personal growth. In addition, these efforts will instill in our students, faculty, and professional staff the desire and capacities to promote greater equity, fairness, and justice in the numerous professional and community settings where they will lead their lives and in society at large.

BUILD a UNE community that is diverse along all dimensions of human difference.

ENHANCE the inclusiveness of our community, fully integrating all students, faculty, and professional staff into the life of the University as respected and recognized members.

AS TO WHICH WE WILL COMMIT UNE'S ENERGY AND RESOURCES OVER THE COMING YEARS.



EXPAND ENGAGEMENT WITH LOCAL, REGIONAL, AND GLOBAL PARTNERS

Our beautiful campuses are sites for learning and reflection that provide opportunities for collaboration among people, organizations, and communities worldwide. We build meaningful connections with individuals, businesses, other academic institutions, public and nonprofit agencies, as well as with governmental and non-governmental organizations around the world. These relationships greatly increase the knowledge, expertise, and opportunities available to our students, faculty, professional staff, alumni, and community partners. Such connections enhance life long learning, career and personal growth, and community contributions.

FURTHER explore and cultivate international relationships to build students' global competency and cultural humility.

ENCOURAGE committed engagement with the communities around the UNE campuses in Maine, Morocco, and online.

DEVELOP a comprehensive alumni engagement program.

EXPAND affiliations with other institutions of higher education to increase opportunities for research, student and faculty exchanges, and new and expanded academic programs.



FOSTER A STRONG AND SUSTAINABLE RESOURCE BASE

To achieve the goals of this strategic plan, we must continue to build a strong foundation of human, financial, physical, and natural resources. Moreover, we must systematically connect our resource allocation decisions to our priorities in order to steward the University's resources carefully. We are mindful of our role in conservancy and sustainability to promote and preserve the health of our planet. In this way, we will enhance our institutional efficiency, flexibility, and resilience and secure UNE's future well beyond the time frame of this strategic plan for the benefit of past, current, and future students.

CONTINUE to strengthen our financial foundation.

EXPAND, support, and enhance our valuable human resources.

GROW, optimize, and secure our physical and virtual resources to effectively support the dynamic nature of the UNE community and our external partnerships.

STRENGTHEN UNE's re-envisioned brand and implement a robust communication plan that increases awareness of UNE's distinctiveness and heightens its reputation.



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UNIVERSITY OF
NEW ENGLAND

INNOVATION FOR A HEALTHIER PLANET

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