



UNE

Our World, Our Future

STRATEGIC PLAN 2018 – 2023

UNE is at an enviable point in our evolution, a point from which we are poised to LEAP TO EVER GREATER HEIGHTS. At the center of our new strategic plan is a DARING and EXPANSIVE perspective on "HEALTH:"
We will 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 of the world. Look around, and you will find our students, faculty, and professional staff in places as diverse as Morocco and Iceland and in clinics and field sites across our nation's cities, villages, 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 the UNE community holds for the HEALTH OF OUR WORLD — its people, its communities, and its physical environment. We couple this concern with our nimbleness, flexibility, creativity, and sense of urgency to make UNE a powerful source of innovation for a healthier planet.

We have a strong legacy and a prestigious set of programs in the health sciences. But we are a comprehensive university, and 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, policy, and more — bringing their diverse and complementary skills to bear on the most pressing challenges of our world.

WE ARE SEIZING ON 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 working on problems in local communities in order to address similar challenges around the globe.

These steps chart a bold new course for UNE: We will be one of the nation's top providers of EDUCATION, EXPERTISE, and INNOVATION FOR SUSTAINING THE HEALTH OF OUR WORLD'S NATURAL ENVIRONMENT, PEOPLE, and COMMUNITIES.

This 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 to DISCIPLINE-BASED KNOWLEDGE, CROSSDISCIPLINARY HABITS OF MIND, and PROFESSIONAL COMPETENCIES that are discussed in this strategic plan. With these skills, UNE students will be ready to bring the fullest breadth of understanding and expertise to bear on improving the condition 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.



MISSION

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**



VISION

We will realize this mission by committing to a distinctive approach to education that will make UNE among the most experientially driven institutions of higher education in the nation. We will 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;
- **DISCIPLINE-BASED KNOWLEDGE** in their chosen programs of study; and
- **PROFESSIONAL COMPETENCIES**, including emotional intelligence and the ability to collaborate in diverse teams, communicate persuasively, and be a thoughtful leader.

We will be an institution that challenges students to learn broadly, master their professional skills, and ask probing questions. In this way, they will prepare themselves for further study and successful careers, deeply rewarding lives, and meaningful contributions to their communities and the world.



CORE VALUES

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

STUDENT CENTEREDNESS

DIVERSITY, INCLUSION, CONNECTION

RELENTLESS INQUIRY

BOUNDARY CROSSING

LEARNING EVERYWHERE

PROGRESSIVE CHANGE

STRATEGIC PRIORITIES

TO REALIZE OUR VISION, WE WILL FOCUS ON THE FOLLOWING SIX PRIORITIES AND ASSOCIATED GOALS AND INITIATIVES. THESE REPRESENT BROAD AREAS TO WHICH WE WILL COMMIT UNE'S ENERGY AND RESOURCES OVER THE NEXT FIVE YEARS.



EXCEPTIONAL TEACHING AND LEARNING

We will prepare students for success in their personal and professional lives by bringing together career-focused knowledge and skills with preparation in liberal education to build the habits of mind and interpersonal skills that will be demanded of our graduates in their careers and communities. In particular, we will increase our emphasis on active learning in the classroom and its integration with innovative experiential learning — internships, field work, faculty-directed research and scholarship, civic engagement, and many other activities — as well as integration of curricular and co-curricular activities and programs. And by asking students to reflect critically on these experiences, during and afterward, we will help them reinforce the connection between classroom and hands-on learning, enhancing both. Toward these ends, we will:

FOCUS teaching and learning around the development and integration of habits of mind, discipline-based knowledge, and professional competencies.

CREATE new high-quality experiential learning opportunities and deepen their integration with academic curricula, with the goal that all UNE students engage in at least one top-tier experiential learning opportunity during their academic program.

CREATE distinctive interdisciplinary and interprofessional programs as well as collaborative practices across our colleges and departments.

DEVELOP multiple teaching and learning formats that respond to evolving research on effective pedagogy and that increase student access, support improved retention, and foster degree completion.

INCREASED 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 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.

OPTIMIZE new student recruitment.

DEVELOP a comprehensive approach to enrollment management with a particular focus on increasing retention and graduation rates.

DELIVER comprehensive, integrated academic and personal support services that address the success of students — from UNE prospects to loyal alumni.

STRATEGIC PRIORITIES



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 solving these problems, they engage undergraduate, graduate, and professional students directly in this work, making research and scholarship an essential part 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.

IDENTIFY 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 create a stronger UNE culture of knowledge production and application.



A WELCOMING, INCLUSIVE, AND VIBRANT COMMUNITY

UNE is an exceptionally welcoming community of students, faculty, and professional staff. 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 believe that diversity is about more than a particular head count; it must also reflect the frequency and quality of our interactions. Thus, 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.

STRATEGIC PRIORITIES



ENGAGEMENT WITH LOCAL, REGIONAL, AND GLOBAL PARTNERS

Our beautiful campuses are not only retreats for learning and reflection but also portals to networks of people, organizations, and communities worldwide from whom we can learn and with whom we can work to solve important problems. We build meaningful connections with business and industry, educational institutions, public and not-for-profit 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, and alumni beyond what we can provide alone. And for students, such connections not only enhance learning but also pay dividends long after graduation — in their careers, their personal lives, and in the contributions they make to their communities.

ENHANCE our international presence to build students' global competency and cultural humility.

ENCOURAGE committed engagement with the communities around UNE.

BROADEN and **STRENGTHEN** our engagement with the wider UNE community worldwide to increase their affinity with, loyalty to, and pride in their alma mater.

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



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, and physical resources. Moreover, we must systematically connect our resource allocation decisions to our priorities in order to steward the University's resources carefully. By doing this, 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.

REIMAGINE UNE's brand identity and create a robust communication plan that increases awareness of UNE's distinctiveness and heightens its reputation.

THIS STRATEGIC PLAN articulates a VISION of a
BOLD AND EXCITING FUTURE and a **ROAD MAP**
for the next phase of our **COLLECTIVE JOURNEY**

THIS STRATEGIC PLAN and the transparent, inclusive process through which we developed it have empowered the UNE community. The University's success and growth over the past decades have provided us a solid foundation. But now, our real work begins. We must transform how we will work day to day as individuals, constituents of specific colleges and administrative offices, residents of campuses in Maine and Morocco, members of a physical and virtual community with shared values, as well as partners with numerous external organizations. It is this hard work that will empower us to achieve our vision.

SEVERAL IMMEDIATE STEPS ARE CRITICAL TO REACH THE GOALS WE HAVE ARTICULATED IN THIS STRATEGIC PLAN.

- **DEVELOP AN IMPLEMENTATION PLAN** that prioritizes the initiatives we will pursue to achieve each goal, describes how we will operationalize these initiatives, and indicates how we will measure our progress.
- **DEFINE A UNE BRAND IDENTITY AND CONSISTENT MESSAGING** that clarify our vision and direction to the members of our community internally and that increase awareness of the University's distinctiveness and heighten its reputation externally — among prospective students and their families, our alumni and partners worldwide, and the public at large.
- **ASK EACH COLLEGE TO DEVELOP OR REVISIT ITS STRATEGIC PLAN** and specific goals to better align them with the direction set by this strategic plan.
- **LINK OUR RESOURCE** allocation process to the goals and initiatives of the strategic plan.
- **PREPARE AN ANNUAL REPORT** on the status of implementation of the strategic plan, noting progress on each goal and initiative, identifying new opportunities and changed circumstances, and outlining steps to respond to such changes.
- **UNDERTAKE A MORE COMPREHENSIVE REVIEW** of progress at the midpoint of the term of this strategic plan (early 2021) and refresh the goals and initiatives as needed to ensure that the plan remains a highly relevant, living document.



UNIVERSITY OF
NEW ENGLAND

INNOVATION FOR A HEALTHIER PLANET

www.une.edu

BIDDEFORD AND PORTLAND, MAINE | TANGIER, MOROCCO | ONLINE