



2025-2030 STRATEGIC PLAN

Building a Sustainable Future Through Access and Innovation

A BOLD VISION FOR THE FUTURE

For sixty years, the University of Maine at Augusta has transformed lives by opening the door to higher education for students who might never have imagined it was possible. We have always been the university of access, meeting learners where they are, welcoming them as they are, and helping them go further than they believed they could.

UMA is built for real life. Many of our students are balancing jobs, families, and community commitments while they advance their education. Through flexible schedules, online options, and close-knit support, we remove barriers so students can move forward with confidence and purpose. A UMA degree creates a ripple effect that goes far beyond the individual. It lifts families, strengthens communities, and fuels Maine's workforce. The vast majority of UMA degree holders live and work in Maine, and their impact is seen every day in our local hospitals, schools, municipalities, businesses, and community organizations.

Maine stands at a defining crossroads. Our state faces a shrinking and aging workforce and widening gaps between the opportunities of the future and the realities of the present. At the same time, technologies like virtual reality and artificial intelligence are reshaping the economy, creating demand for new skills and new ways of learning. Maine has set ambitious 2030 goals to increase the number of residents completing college degrees and other career-ready credentials and to add tens of thousands of skilled workers. Whether our state can grow, compete, and thrive will depend on meeting those goals.

UMA accepts that challenge and is ready to meet it. Few institutions are better positioned to do so than UMA. Guided by the [University of Maine System's strategic plan](#), UMA delivers student-centered, high-quality, and affordable education across modalities, expands access through centers and online learning, and partners across the System to meet Maine's workforce needs.

UMA's next leap forward begins here. We will build on our strengths in statewide access, in-demand programs meeting Maine's workforce needs, and educational technologies that expand how and where students learn. We will push ourselves to imagine what comes next. UMA is committed to strengthening student success and completion, expanding affordable access through flexible learning, and designing programs that respond directly to Maine's evolving workforce. We will also grow the residential experience with expanded housing, a more vibrant campus life, and the pursuit of NCAA Division III athletics. Above all, UMA will remain a university that keeps higher education within reach while shaping what it will look like in the future.

Taken together, these initiatives are more than a to-do list. They express what UMA stands for and what we will achieve together. Our plan sets a bold direction for how we will serve students and communities, how we will grow programs that matter most to Maine's future, and how we will ensure that UMA remains strong and sustainable for years to come. At its heart, this plan is about preparing more students for meaningful lives, strengthening communities across the state, and illustrating that a public university can be both accessible and transformative.

UMA is ambitious and practical. Our commitment is to expand access to education, strengthen student success, build workforce partnerships, and prepare graduates for lives of purpose and leadership. Access means more than helping students get in the door. It means making higher education affordable, flexible, and available to every learner, no matter their age, background, or circumstance. Innovation means reimagining how education works, including how we teach, how we support students, and how we connect learning directly to Maine's workforce needs.

UMA is more than a university. UMA is a community and a promise. Together, we will strengthen more communities. Together, we will build a sustainable future through access and innovation in education. Together, we will transform more lives.

MOMENTUM FROM 2021 - 2025

Over the past four years, UMA has built a foundation of momentum that positions us for this new strategic plan. Guided by the 2021–2025 plan, we expanded academic programs, strengthened student services, invested in facilities, and deepened our role as Maine's university of access and innovation. These achievements demonstrate UMA's ability to adapt quickly, meet emerging needs, and deliver results for students and communities. They also provide the springboard for our next leap forward.

Highlights include:

- **Academic Innovation and Growth:** New bachelors degrees, graduate programs, and certificates in Cybersecurity, Data Visualization, Aviation, Social Science, Music

Technology, and Education expanded UMA's academic portfolio to align with workforce and student demand.

- **Investments in Facilities and Student Life:** We opened a new Dental Clinic at the Lewiston Center, expanded housing at Stevens Commons, launched the Capital Center in Augusta, and added new athletics and Esports opportunities. These investments strengthened both academic and student experiences.
- **Pioneering Programs:** UMA advanced aviation with a flight simulator, airplane purchase, the Aviation Maintenance Training School at Brunswick Landing, and expanded a robust Uncrewed Aircraft Systems (UAS) program.
- **Access:** UMA expanded prison education to every Maine Department of Corrections adult facility, strengthened support for neurodiverse students, and launched the President's Transforming Lives Council to champion belonging.
- **Student Support and Success:** We invested in advising, early alerts, and 24-hour counseling to ensure students are supported from entry to graduation.

This record of achievement shows UMA at its best: nimble, responsive, and committed to access. It is from this position of strength that we now launch the 2025–2030 Strategic Plan.

MISSION STATEMENT

UMA transforms the lives of students of every age and background across the State of Maine and beyond through access to high-quality distance and onsite education, excellence in student support, civic engagement, and professional and liberal arts programs.

VISION STATEMENT

As an engaged learning community, the University of Maine at Augusta will continuously pursue innovative and best-in-class pedagogy, technology and services to enhance student learning and success. UMA is committed to delivering quality academic programs, onsite and at a distance, that prepare students to succeed as engaged citizens, professionals and leaders in enriching and advancing communities in Maine and beyond.

UMA VALUES

As the youngest university in the University of Maine System, UMA has always adapted quickly to meet the needs of students and the state. Our values reflect this spirit of access, innovation, and responsiveness, and they guide how we teach, learn, and serve communities across Maine. The 2025–2030 Strategic Plan is an expression of these values in action, shaping the priorities and direction of UMA's next chapter.

*UMA is **welcoming**.*

We create a sense of belonging where every learner feels valued and supported.

- We honor each person's lived experience and perspective as part of a strong learning community.
- We invite learners of all ages and backgrounds to see themselves at UMA.
- We build an environment where respect and belonging shape how we work and learn together.

*UMA is **responsive and student-centered**.*

We meet students where they are and empower them to reach their goals.

- We listen to what students want from their education and design programs that turn those goals into real opportunities.
- We use innovation and technology to make learning more flexible, personal, and connected.
- We work together across the university to remove barriers and open pathways to success.

*UMA is **nimble**.*

We adapt quickly and serve students and communities in a changing world.

- We invest in technology, respond to workforce needs, and embrace new ways of learning.
- We act with agility, turning ideas into action through investments that strengthen learning, accreditation, and the student experience.
- We bring new ideas to life in ways that benefit students, partners, and communities.

*UMA is **adaptable**.*

We embrace change and use it to expand opportunity.

- We integrate new learning technologies and approaches that fit the needs of today's students.
- We offer flexible pathways that let learners start when they're ready and learn in ways that work for them.
- We design programs that meet students where they are, in communities across Maine and beyond.

*UMA is **collaborative**.*

We believe progress happens when we work together.

- We build strong community partnerships that make a UMA education more connected, relevant, and valuable.
- We collaborate across the University of Maine System, disciplines, and communities to expand opportunity and impact.
- We share knowledge, resources, and creativity to achieve goals that benefit students and the state we serve.

*UMA is **accessible**.*

We believe education should be within reach for everyone.

- We keep learning affordable and flexible so students can pursue their goals without unnecessary barriers.
- We design programs and provide the guidance and resources students need at every stage and circumstance of life.
- We open doors for students of all backgrounds, creating pathways that lead to opportunity and success.

KEY STRATEGIES

UMA's actions will be guided by six key strategies that are designed to support UMA in achieving its long-term strategic goals. These six themes address how UMA will leverage and strengthen its competitive advantages while mitigating potential threats and weaknesses.

Strategy #1 Strengthen Student Success

Strategy #2 Transform Lives

Strategy #3 Advance Academics

Strategy #4 Enhance Marketing and Recruitment

Strategy #5 Cultivate Reputation and Resources

Strategy #6 Strive for Efficiency and Sustainability

ACTIONS SUPPORTING KEY STRATEGIES

Strategy #1. Strengthen Student Success

All Student Success initiatives will be designed under the following guiding principles:

- Integrating student support with coursework.
- Setting high expectations while also providing strong support.
- Incorporating robust student engagement, proactive support interventions, and intensive advising to encourage persistence.
- Developing a student-centered success and retention agenda designed for scale.
- Providing targeted professional development to insure high-quality implementation of the student success and retention agenda.
- Assuring that student success efforts respond to the needs of students across all locations and throughout all modalities.

1.1 *Enhance on-boarding and support for new-to-UMA students utilizing Educational Advisory Board (EAB Navigate360) and other student support systems.*

- 1.1.1 Develop an entry year experience to meet the needs of students new to UMA
- Increased and targeted support for all vulnerable student populations such as neurodiverse, international, New Mainer, and lower income students.
 - Enhance onsite orientation programs with a focus on connection and engagement by using incentives.
 - Require refresher on-boarding modules at appropriate intervals.
 - Maintain and enhance academic modules.
- 1.1.2 Expand efforts to deliver financial literacy programming, with an emphasis on personal finance, budgeting, and debt management.
- Integrate more financial literacy resources into student advising.
- 1.1.3 Continue to develop a self-placement process for incoming students.
- Establish program specific markers and outreach to students who miss markers.
 - Develop pathways from Early College to matriculated programs.
- 1.1.4 Establish a process to require onboarding advising sessions for all newly admitted students.
- 1.1.5 Improve onboarding engagement rates.
- Provide a focused path for students new to UMA by creating individual on-boarding modules, then providing curated on-boarding journeys for different student groups. (e.g., transfer students, multilingual learners, adult learners, etc.).
 - Develop mandatory online onboarding with incentives.

1.2 Practice Proactive Advising. Standardize advising systems, training, practices, and academic plans to ensure students receive consistent, proactive support from those who advise students.

- 1.2.1 Continue to leverage EAB Navigate360 to enhance communication with current students leveraging existing tools (email marketing and text messaging).
- 1.2.2 Improve transfer opportunities and tracking degree progress
- 1.2.3 Review current tracking/advising policies and procedures.
 - Improve access to services (i.e. mobile friendly) for all students.
 - Expand support for distance and online students.
 - Expand outreach to all students using Advising and Center staff.
- 1.2.4 Develop student tracking and early warning systems.
 - Leverage analytics to improve processes.
 - Expand the use of EAB Navigate360 with the development of greater content supporting student outreach and engagement efforts.
 - Provide training and support for faculty and staff in the EAB Navigate360 application to encourage use.
- 1.2.5 Provide affordable options and expand capacity (open educational resources, first-year books, ebook rentals) to meet the course material needs of students, with special focus on late admits and distance students.
 - Develop incentives (e.g., course discounts, bookstore gift certificate, book) to encourage timely registration and student persistence.
- 1.2.6 Composed of faculty advisors, establish a Faculty Advising and Mentorship Committee charged with clarifying the role and scope of faculty advising and mentorship at UMA. This committee will collaborate with the Office of Academic & Career Advising to ensure consistent training and effective use of MaineStreet and EAB Navigate360, and will also work closely with Student Services offices to strengthen alignment of advising, mentorship, and student-support practices across all UMA campuses and Centers.

1.3 Improve tracking and advising utilizing the EAB Navigate360 application.

- 1.3.1 Ensure timely registration.
 - Review current policies and practices regarding registration.
 - Send personalized registration messages (recommend courses based on degree progress reports).
 - Conduct focused program-specific outreach campaigns to current students to address barriers to re-registration and improve retention and progress towards completion.

- Establish a regular schedule of communication by program liaisons and academic coordinators with students during the registration period.
- Provide more opportunities for high-contact advising throughout a student's academic career.
- Enhance the mentorship role of faculty.

1.4 *Strengthen student support and academic success services: Increase proactive support intervention opportunities and improve student engagement.*

- 1.4.1 Improve ability to proactively identify and support students struggling with academics, engagement, financial stress, or holistic wellness through use of AI- chatbot and analytic system (EdSights) and proactive CARE team.
- 1.4.2 Create a university-wide student success and persistence plan through the creation of a multidisciplinary student success and persistence strategic working group.
- 1.4.3 Establish a plan for amplifying and targeting academic support services.
 - Implement a strategic working group of academic leadership/faculty and student support staff to identify areas for improved collaboration and shared resources to facilitate increased academic support.
 - Identify opportunities to integrate student support with coursework.
- 1.4.4 Increase focus on and success with on-campus/in-person student engagement and cocurricular activities
- 1.4.5 Strengthen UMA's distance presence with a more interactive virtual engagement platform.
- 1.4.6 Continue UMA's longstanding commitment to veterans and military-connected students by ensuring dedicated support services, and inclusive study and community spaces.

Strategy #2. Transform Lives

UMA is committed to transforming lives through promoting a welcoming environment and a sense of belonging for all members of the community by ensuring access to higher education. To provide a robust and supportive educational and work experience for everyone, UMA will create a community across UMA's campuses, centers, and online environments where we strive for all students, faculty, and staff to feel valued and respected,

2.1 *Provide personnel and financial resources to oversee and manage the implementation of the Transform Lives initiatives.*

- 2.1.1 Identify the needs for and encourage the development of specific personnel to oversee our commitment to a welcoming campus and expand funding for institutional efforts.

2.2 *Foster a culture of belonging that reflects UMA's values and ensures that the university community and all stakeholders feel valued and welcomed within our institution.*

- 2.2.1 Ensure that UMA remains an equal opportunity institution committed to nondiscrimination in partnership with the Office of Equal Opportunity and Title IX Services.

2.3 *Build institutional capacity, systems, and professional practices needed to sustain a community where every student, faculty, and staff member feels welcome and empowered to meaningfully engage with each other and the institution, as well as participate in UMA's transformative educational experience.*

- 2.3.1 Develop regular workshops and professional development opportunities at UMA for students, faculty and staff to learn about building a welcoming community and transformative experiences.
- 2.3.2 Increase support for and awareness of mini-grants to include a variety of community members in our transformative work.
- 2.3.3 Develop structures in admissions, advising, academic success, and other institutional offices that support students from all backgrounds and abilities.
- 2.3.4 Implement annual, ongoing professional development in accessible and AI-supported instructional design to enhance learning experiences for neurodiverse students across UMA's campuses, centers, and online environments.

2.4 *Continue to increase retention and enrollment of UMA's student population and work to ensure all students feel welcome, valued, and supported and have access to the full range of UMA's educational opportunities.*

- 2.4.1 Continue and expand our Transforming Lives scholarships that support access and success to attain a student body that reflects a broad range of experiences and backgrounds.
- 2.4.2 Identify barriers to full participation at UMA and create outreach materials, resources, and programs available to all students to overcome these barriers.
- 2.4.3 Identify and address needs for academic and co-curricular opportunities that support a successful launch and operation of global education initiatives.
- 2.4.4 Provide global learning opportunities to all current and potential students.
- 2.4.5 Explore the development of additional social opportunities to meet the needs of all students and ensure that appropriate support structures are implemented as needed.
- 2.4.6 Explore further developing our support structures (including housing opportunities) for

students facing emergencies, such as homelessness and food insecurity.

2.4.7 Expand digital accessibility for financial and career wellness programs.

2.4.8 Incorporate accessible and adaptive learning technologies, including the use of AI powered tools, to enhance learning experiences for students with a range of cognitive, sensory, and physical needs.

2.5 *Demonstrate cultural competence, community spirit, civic mindedness, and social responsibility by developing partnerships with outside organizations.*

2.5.1 Engage with stakeholders external to UMA to support our mutual goals of building strong and welcoming communities.

2.5.2 Work with local, national, and international organizations to learn and engage with new partners.

2.5.3 Make our commitment to a welcoming community apparent in discussions with new and existing partner organizations.

2.5.4 Collaborate with other UMS institutions in order to facilitate best practices in this work.

2.6 *Ensure that UMA's public communications including the website, advertising, and marketing/public relations efforts, embody our commitment to creating a welcoming environment.*

2.6.1 Develop accessible internal and external communication strategies to reach all audiences.

2.6.2 Communicate publicly about our commitment to principles of belonging and our actions to create a welcoming community.

Strategy #3. Advance Academics

UMA's academic programs and learning environments are central to our mission of access, opportunity, and student success, and must remain relevant, responsive, and aligned with the needs of learners and the communities the university services.

3.1 *Enhance Academic Design and Support. Promote UMA's statewide mission through its Centers and online offerings.*

3.1.1 Increase the number of courses offered onsite at the UMA Centers to establish and reinforce regional availability and presence.

3.1.2 Increase the number of cohort programs available at UMA Centers (for example, Nursing and Dental).

3.1.3 Expand academic support for distance and online students (e.g. writing center

- support and library tutors).
- 3.1.4 Increase resources to support the student experience (student success hubs: tech hub, support hub, etc.).
 - 3.1.5 Expand experiential learning, internships, and hands-on learning opportunities.
 - 3.1.6 Examine opportunities to integrate AI into courses.
 - 3.1.7 Leverage AI analytics to tailor learning experiences and identify at-risk students through predictive modeling within EAB Navigate360, EdSights, and learning management systems.

Curriculum

3.2 *Develop new programs through internal and external collaboration.*

- 3.2.1 Explore additional new graduate level programs to meet regional and state needs.
- 3.2.2 Encourage the development of interdisciplinary and multidisciplinary programs through faculty collaboration within UMA and UMS in keeping with the spirit of unified accreditation.
- 3.2.3 Increase pathways and strengthen promotion of credit for prior learning opportunities and benefits.
- 3.2.4 Support the conversion of graduate certificates to full-level graduate degree programs.
- 3.2.5 Develop self-paced online learning programs with career-focused pathways.

3.3 *Sustain efforts to improve the quality of academic programs.*

- 3.3.1 Upgrade and redesign courses to meet current best practices and ensure ADA, belonging and neurodiversity compliance.
- 3.3.2 Improve retention by strengthening student engagement with academic programs.
- 3.3.3 Explore opportunities to evolve the academic program curricula to engage students with faculty in research, discovery, creativity and innovation.
- 3.3.4 Enhance global citizenship by exploring opportunities for students to learn about the emerging world community and their role in it.
- 3.3.5 Review and improve the annual report process to include action plan evaluation.

Faculty

3.4 *Support faculty in adopting high impact teaching practices.*

- 3.4.1 Leverage instructional design, virtual reality, and AI resources through the Faculty Development Center.

- 3.4.2 Establish an annual student survey to provide feedback on advising.
- 3.4.3 Create communities to support teaching, learning, and sharing best practices.
- 3.4.4 Refine expectations for tenure and post-tenure.
- 3.4.5 Explore additional opportunities and support for faculty scholarship, creative works, and research that enrich the educational experience.

Strategy #4. Enhance Marketing and Recruitment

Sustaining and growing student enrollment is essential to advancing UMA's mission of access, opportunity, and statewide impact. This strategy focuses on aligning recruitment, partnerships, and marketing efforts to expand access to higher education, reach learner populations, and support long-term enrollment growth across UMA's campuses, centers, and online environments.

4.1 *Increase enrollment.*

- 4.1.1 Continue to grow undergraduate and graduate enrollment in established academic programs, and cultivate admission to new and emerging programs.
- 4.1.2 Identify and sustain collaborations with UMS sister institutions, such as the UMA/USM MS in Cybersecurity program, UMaine/USM Engineering Pathways program, UMA/UMF and UMA/UMM Nursing Collaborations, and UMA/UMPI Med Lab Tech collaborations.
- 4.1.3 As a statewide institution, position UMA to be an educational gateway for improved employment opportunities to Mainers regardless of location.
- 4.1.4 Leverage institutional, state, and federal financial aid resources to support incoming students with meaningful and competitive aid packages.
- 4.1.5 Expand Early College opportunities through existing and new high school partnerships and homeschooling organizations.

4.2 *Execute targeted recruitment opportunities.*

- 4.2.1 Expand segmented communication strategies and increase outreach to all populations including recent high school graduates, returning adults, veterans and military personnel, and populations such as Maine Native American communities and New Mainers.
- 4.2.2 Continue to encourage housing as an option for cohort programs in Augusta (Aviation, Architecture, and Nursing) and explore new student housing to grow cohort programs in Bangor (Aviation, Veterinary Technology and Dental Health).
- 4.2.3 Strengthen recruitment of students seeking non-degree credentials (certificates, micro-credentials).

- 4.2.4 Explore the expansion of athletic offerings, including a potential transition to NCAA Division III, and assess the development of a fitness center to support athletic growth and appeal to traditional-age students seeking a residential and co-curricular campus experience.

4.3 *Strengthen and expand current enrollment partnerships and transfer opportunities.*

- 4.3.1 In collaboration with Academic Affairs, update existing articulation agreements with the Maine Community College System campuses and other feeder institutions, and pursue new agreements in an effort to channel transfer enrollment growth for UMA academic programs.
- 4.3.2 Expand existing partnerships with Jobs for Maine Graduates, Maine GEAR UP, and other TRiO programs.
- 4.3.3 Fully integrate and strengthen UMA's Prison Education Partnership (PEP) program across all adult Maine Department of Corrections locations, including increased enrollment capacity and enhanced outreach to eligible residents.
- 4.3.4 Explore opportunities for residents of Maine's county jails to access UMA educational pathways through community partners and alternative delivery models.

4.4 *Marketing efforts and research.*

- 4.4.1 Leverage UMA website as the recruitment front door by focusing content to attract students (new and transfer).
- 4.4.2 Conduct targeted traditional and digital marketing campaigns using geo-targeting, geo-fencing, consumer databases, student search lists, and other data-driven tools to segment audiences and prospective students.
- 4.4.3 Conduct program marketing to promote new programs and re-introduce existing programs to potential students.
- 4.4.4 Improve collection and utilization of metrics for tracking marketing and recruitment efforts such as impressions, click-through rates, open rates, and time on pages/sites.
- 4.4.5 Utilize engagement technology to interact with prospective students, including Salesforce CRM, texting, chatbot, and video-rich emails and social media posts.
- 4.4.6 Continue use of paid media in radio, TV, streaming devices, internet search, and print media to promote UMA as an affordable, accessible, and high-quality statewide higher education provider, as well as to support specific programs and initiatives.
- 4.4.7 Promote UMA's career services and hands-on learning programs in marketing efforts.

Strategy #5. Cultivate Reputation and Resources

Cultivating trust, alignment, and long-term support is essential to advancing UMA's mission and sustaining its impact. This strategy focuses on strengthening UMA's reputation, relationships, and resources by aligning communication, engagement, and advancement efforts to build lasting connections with alumni, partners, employees, and communities in support of the university's priorities.

5.1 *Implement a Strategic Communications and Marketing Plan*

- 5.1.1 Develop and refine a unified brand messaging strategy to align stakeholder communication and increase awareness of UMA's impact and value.
- 5.1.2 Build a proactive earned media strategy to increase storytelling through media partnerships, publications, and digital platforms to amplify UMA's mission, achievements, and contributions.
- 5.1.3 Strengthen UMA's digital presence by leveraging emerging digital marketing platforms, strategies, and tactics.
- 5.1.4 Develop scalable institutional storytelling efforts to highlight UMA's students, alumni, faculty, and programs in a compelling and consistent way.
- 5.1.5 Expand UMA's external partnerships with businesses, chambers of commerce, and nonprofit organizations to increase visibility and engagement across Maine and beyond.

5.2 *Advance UMA's Mission by Expanding Philanthropic Support*

- 5.2.1 Establish policies, process, protocols, and operations that ensure coordination of all fundraising activities within the Office of Advancement and Alumni Relations.
- 5.2.2 Align UMA's fundraising efforts and operating procedures with best practices from the Council and Support for Advancement of Education (CASE) and seek opportunities to gain operational efficiencies in back-office functions by implementing AI solutions and partnering with UMS peers.
- 5.2.3 Embark on a comprehensive, multi-year campaign to fund institutional priorities and projects to create momentum for philanthropic engagement.
- 5.2.4 Establish and grow sustainable annual and planned giving programs, leveraging multi-channel fundraising campaigns, donor stewardship, and major gift cultivation.
- 5.2.5 Build partnerships with businesses and foundations to secure grants and philanthropic investments that support UMA's strategic initiatives.
- 5.2.6 Strengthen the role of UMA's Board of Visitors, Bangor Advisory Council, and other networks to serve as advocates, donors, and connectors for UMA.

5.3 *Foster Lifelong Connections and Engagement with Alumni*

- 5.3.1 Establish policies, process, protocols, and operations that ensure coordination of all

- alumni engagement activities within the Office of Advancement and Alumni Relations.
- 5.3.2 Invest in platforms, tools, and processes to continuously update and maintain alumni contact information, affinities and connections, engagement history, and career outcome; use data-driven insights to personalize outreach, build stronger affinity with UMA, and to create a pipeline for annual, major, and planned giving.
 - 5.3.3 Explore and pilot the use of AI-driven tools and platforms (such as virtual engagement officers and predictive modeling paired with customized content creation) to scale, sustain, and deepen alumni engagement while maximizing human resources.
 - 5.3.4 Develop strategic engagement campaigns with KPIs to “recapture” alumni who have lost touch with UMA.
 - 5.3.5 Develop an institution-wide system for documenting student affinities (i.e. athletics, student clubs, Rising Scholars, etc.) and transferring that data to Alumni Relations to inform and drive future engagement strategies.
 - 5.3.6 Partner with admissions, student success, and student engagement programs to create authentic touchpoints and pathways from the student experience to the alumni experience to build an alumni pipeline for the future.
 - 5.3.7 Implement events, activities, and initiatives that foster lifelong relationships between UMA and its alumni.
 - 5.3.8 Develop opportunities for alumni to contribute to UMA’s strategic initiatives for supporting student academic and career success, including but not limited to serving on an alumni advisory council, engaging in mentoring, and serving as career connectors.

5.4 *Nurture Community and Professional Development*

- 5.4.1 Strive to create a working environment that engenders a unity of purpose and sense of belonging that makes UMA a great place to work.
- 5.4.2 Support the continued integration of all campuses, centers, and functions to create a more unified environment.
- 5.4.3 Maintain internal communication through open forums, newsletters, email, and social media outlets.
- 5.4.4 Demonstrate active support of the UMA mission by advocating for professional development and career advancement opportunities for all faculty and staff.

Strategy #6. Strive for Efficiency and Sustainability

UMA will implement strategies to enliven and sustain vibrant, engaging, and welcoming campus and center environments across the state.

6.1 *Implement Campus-Wide Energy Efficiency Initiatives*

- 6.1.1 Conduct comprehensive energy audits at all UMA campuses and centers.
- 6.1.2 Prioritize upgrades to HVAC, lighting (LED conversion), and building envelope insulation.
- 6.1.3 Explore renewable energy options such as solar panel installations and partnerships for energy credits.
- 6.1.4 Utilize AI-based energy management systems to track usage and optimize consumption in real-time.

6.2 *Enhance Campus and Center Vitality*

- 6.2.1 Increase onsite events, activities, and programming to strengthen community and student engagement.
- 6.2.2 Create collaborative and wellness-focused spaces to encourage student gathering, academic support, and peer interaction.
- 6.2.3 Develop rotating "center activation" plans in collaboration with local partners, alumni, and employers.
- 6.2.4 Encourage faculty presence and program-specific activity at UMA Centers to foster academic identity and community connection.
- 6.2.5 Explore small-scale investments (art installations, food services, pop-up events) to build a strong sense of place.
- 6.2.6 Evaluate the feasibility of a fitness and wellness facility to support the health, engagement, and retention of traditional-age students, in alignment with the university's strategic expansion of athletics and housing.
- 6.2.7 Explore opportunities for expanded housing, café amenities, and flexible conferencing or meeting spaces to enhance the residential student experience and support academic and community engagement.

6.3 *Optimize Physical Space Utilization through Data-Driven Planning*

- 6.3.1 Use occupancy sensors and AI-powered space analytics tools to evaluate and improve the use of classrooms, offices, and labs.
- 6.3.2 Create flexible, multi-purpose spaces that support hybrid instruction and collaborative learning.
- 6.3.3 Develop scheduling practices that maximize shared use of space across academic programs and administrative functions.
- 6.3.4 Integrate findings into UMA's capital planning and deferred maintenance priorities.

6.4 *Expand Use of Artificial Intelligence to Enhance Operational Efficiency*

- 6.4.1 Leverage AI for administrative workflows including budgeting, scheduling, predictive

maintenance, and staff resource planning.

- 6.4.2 Integrate AI-powered chatbots and virtual assistants into UMA's helpdesk, advising, and registrar services to reduce response times and improve service quality.
- 6.4.3 Incorporate AI into campus safety systems, such as predictive incident tracking and smart alert systems.
- 6.4.4 Collaborate with UMS and UMA's Faculty Development Center to ensure ethical, secure, and effective use of AI technologies.
- 6.1.5 Align energy efficiency initiatives with the university's fiscal sustainability goals by leveraging improvements to reduce operational costs, preserve facilities, and enhance the institution's net asset value over time.

6.5 *Promote a Culture of Digital and Environmental Sustainability*

- 6.5.1 Establish sustainability goals in line with state and system-wide climate action plans.
- 6.5.2 Encourage digital-first practices such as e-signature adoption, digital records, and paperless workflows.
- 6.5.3 Promote virtual meetings and remote collaboration to reduce carbon footprints from inter-campus travel.
- 6.5.4 Recognize and reward departments that demonstrate leadership in sustainability and digital efficiency.

6.6 *Develop a Sustainability Dashboard for Transparency and Engagement*

- 6.6.1 Launch a publicly accessible dashboard displaying metrics on energy savings, AI efficiencies, space utilization, and sustainability progress.
- 6.6.2 Use the dashboard for internal performance tracking and external communication to stakeholders, funders, and accreditors.
- 6.6.3 Include student and faculty involvement in monitoring, design, and ongoing improvement of dashboard tools and reports.

6.7 *Foster financial and operational sustainability*

- 6.7.1 Ensure human, financial, and other resources are sufficient to sustain the quality of the educational program and support the mission.
- 6.7.2 Identify opportunities to drive efficiency that enables responsive student support and fiscal savings, including developing a strategy for the Bangor campus and for environmental sustainability.
- 6.7.3 Encourage cross-training and succession planning within departments to ensure academic and administrative continuity of operations.

- 6.7.4 Maintain and enhance the university's high net asset value through disciplined fiscal stewardship, strategic investment in mission-critical priorities, and proactive risk management to ensure long-term financial resilience.
- 6.7.5 Expand campus use through increased conferencing, camps, and community-facing events to generate alternative revenue streams that support university operations and enhance regional engagement.