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Direction Package Overview

Direction Package Advisory Board

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DIRECTION PACKAGE OVERVIEW

September 24, 2013

Components	Vision	Charter	Mission	Values	Strategies	Tactics / Initiatives
Key words	Aspirational, inspiring future state	Charge to the organization	What the organization does	How members behave	Major subsets of the plan	Smaller subsets of the plan
Intent	Paint a picture of a preferred future state that energizes the membership	What the organization must do or it will lose support from key financial supporters	The undertaking the organization focuses on to fulfill the charter	The ideals and principles that the organization expects in membership behavior	The major focus areas of the next 3-5 years. Groups of tactics and initiatives to reach a specific set of outcomes	Pieces of a strategy, the sub-parts.
Example:	<i>6 Hondas in every garage</i>	<i>Make money in small engines</i>	<i>Make the best small engine worldwide</i>	<i>Quality, reliability, and value</i>	<i>Superior performance, reliability, quality; environmentally stringent; nationwide parts and support; dealer expansion, etc.</i>	<i>Easy start (tactic) Advanced variable ignition timing affordable for smaller HP engines (initiative)</i>

DEFINITIONS

Vision

Key Words: **Aspirational,**
inspiring future state

Intent: Paint a picture of a preferred future state that energizes the membership



DIRECTION PACKAGE = ALIGNMENT, INTENTIONALITY, COLLABORATION
COMPONENTS: VISION, CHARTER, MISSION, VALUES, STRATEGIES , TACTICS

DEFINITIONS

Charter

Key Words: Charge to the organization

Intent: What the organization must do or it will lose support from key financial supporters

Mission

Key Words: What the organization does

Intent: The undertaking the organization focuses on to fulfill the charter

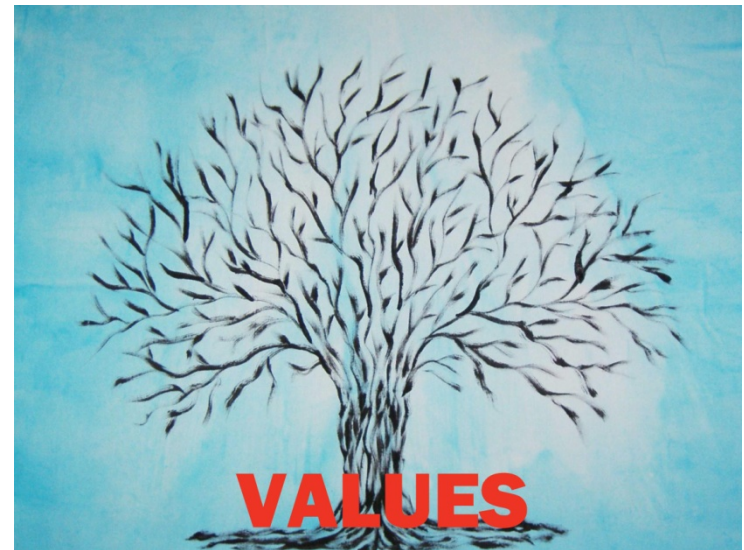
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COMPONENTS: VISION, CHARTER, MISSION, VALUES, STRATEGIES, TACTICS

DEFINITIONS

Values

Key Words: **How members
behave**

Intent: The ideals and principles that the organization expects in membership behavior



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DEFINITIONS

Strategies

Key Words: Major subsets of the plan

Intent: The major focus areas of the next 3-5 years. Groups of tactics and initiatives to reach a specific set of outcomes

Initiatives / Tactics

Key Words: Smaller subsets of the plan

Intent: Pieces of a strategy, the subparts.

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COMPONENTS: VISION, CHARTER, MISSION, VALUES, STRATEGIES, TACTICS

USM VISION

- Transforms students' lives for life-long learning and success
- Teaches responsibility to the larger community
- Helps its students and communities experience today and imagine tomorrow
- Meets intellectual, cultural and economic needs of our communities, region and state

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USM CHARTER

- Offer an organized program of instruction, research and experimentation and service for the citizens of the state;
- Make effective use of resources by maximum emphasis on “commuters” (today possibly read “via other modes of instructional delivery besides face-to-face, residential instruction”);
- Advance the Maine economy cooperatively with public and private sectors;
- Require an active brand of learning, combining classroom instruction and practical experience (a synopsis of what the legislature wrote in 1865!)

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USM MISSION

The mission of USM is two-fold:

- to prepare students for a life of fulfillment and engagement in an increasingly complex and global society by providing access to a quality undergraduate liberal education as well as an array of relevant graduate and professional programs and,
- to contribute to the intellectual, cultural, and economic well-being of the local community, the region and the state through research, scholarship, and creative activity

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USM VALUES

USM's values are to serve, collaborate and create.

We accomplish this by providing and committing to:

Individual worth & collegiality

Respect

Positive & supportive work
environment

Adhering to USM's Mission

Educational excellence

Creativity & Innovation

Collaboration

Academic freedom

Integrity

Diversity

Critical inquiry and Self-reflection

Adaptive leadership

Civic participation

Community responsiveness

Service to others

Responsible fiscal stewardship

Responsible stewardship for a
sustained USM

DIRECTION PACKAGE = ALIGNMENT, INTENTIONALITY, COLLABORATION

COMPONENTS: VISION, CHARTER, MISSION, VALUES, STRATEGIES, TACTICS

USM Strategies for Student Success, Community Engagement and Fiscal Sustainability

- Leverage USM's 4 portals to student success (Gorham, LAC, Portland, Virtual)
- Value students' previous experience (e.g. PLA, transfer credit)
- Strengthen select undergraduate, graduate and professional programs
- Deploy best-practice recruitment and retention strategies that integrate academic and student affairs

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COMPONENTS: VISION, CHARTER, MISSION, VALUES, STRATEGIES, TACTICS

USM Strategies for Student Success, Community Engagement and Fiscal Sustainability

- Attract and retain faculty and staff who instill active learning concepts throughout all aspects of the University
- Infuse engaged learning throughout USM's graduate, professional, undergraduate and community education offerings
- Recognize, celebrate, and nurture a faculty and staff engaged with the University and community which will drive economic development and cultural enrichment through intentional and systemic involvement with community organizations, employers, alumni and donors

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COMPONENTS: VISION, CHARTER, MISSION, VALUES, STRATEGIES , TACTICS

USM Strategies for Student Success, Community Engagement and Fiscal Sustainability

- Manage resources and costs wisely, prudently and with appropriate transparency
- Routinely share institutional data and solicit feedback that is incorporated into data driven strategic decisions
- Align philanthropic goals and key University priorities

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USM Strategies for Student Success, Community Engagement and Fiscal Sustainability

- Leverage the expertise, experience and resources of our external partners to achieve mutually held goals
- Enhance affordability through cost controls, pricing and financial aid
- Foster a culture of accountability to deliver on the promise of student success

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MAJOR INPUTS USED IN THE PROCESS

- Inputs (reports, Mission, Value, etc...)
- Review Charter, Missions and Legislation dating back to 1865.
- Review USM Planning documents going back 25 years.
- Top Employers for Maine
- Cultural Characteristics
- Demographic Realities (External/Internal)
- Competition
- Yield on Admitted Students
- Organizational Complexity
- Rationalization
- Fiscal Realities
- Reviewed Market Characteristics
- Change in Higher Education Landscape
- Opportunity for Dialogue & Push Back
- Sub-group Work
- Organizational Learning Process (Rationale)
- Retention

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Stage 1
Pre-Work
June -
September
2013

Stage 3
Present Final
Outline Draft
November -
December
2013

Stage 5
Implementation
January -
August 2014

Stage 2
Engagement
September -
November
2013

Stage 4
BOT
Approval
January
2014

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WE WANT YOUR FEEDBACK

- We want your feedback on the Direction Package outline. Fill out a questionnaire at:
 - www.usm.maine.edu/directionpackage
- Open meetings with Dave Stevens are scheduled for:
 - Wednesday, September 25, 2:00-4:00pm
 - 423/424 Glickman, Portland
 - Thursday, September 26, 10:00am-12:00pm
 - 204 Payson, Portland
 - Additional opportunities for discussion are listed on the Direction Package website and being scheduled with your Dean, Director and Senate.