

# USM-North Atlantic Region Strategic Framework

## A CHANGING WORLD

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Over the past few years Maine has developed new and expanded trade, educational, and cultural relationships with several countries in the North Atlantic Region (i.e., Iceland, Greenland, Faroe Islands, Scotland, Ireland, Norway, Denmark, Sweden, Finland, and Atlantic Canada). While these relationships offer a solid foundation for growth now, they will be deepened and strengthened as future changing conditions present increased opportunities.

- Climate change and Arctic ice-melt initiated sea level rise are impacting the State. Maine's research community is at the forefront of helping the world understand the effects these changes will bring.
- The Arctic ice-melt is opening new shipping lanes that are cutting distances by a third between the eastern United States, north-west Europe, and the Far East. Maine has an opportunity to become an international trade hub in the Northeast U.S. because of its proximity to the Arctic and to the North Atlantic countries; its ports in Portland, Eastport and Searsport; and the presence of Eimskip in Portland with its North Atlantic/Arctic reach.
- The Maine North Atlantic Development Office (MENADO) was established by the state to unify Maine's efforts in strengthening economic, educational, and cultural ties with the region.

## TURNING OUTWARD

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The University of Southern Maine's (USM) relevance is based on engaging its communities and the University of Maine System campuses in responding to the economic, health, and social needs of Maine citizens, businesses, industries, and communities. This relevance applies to helping strengthen the state's competitive advantage in the North Atlantic Region, including graduating globally competent students that:

- Have a broader understanding of the world beyond their immediate environment;
- Recognize and appreciate a broad range of perspectives;
- Communicate effectively with people of varying nationalities, and ethnic, racial, and cultural backgrounds; and
- Have skills that increase their employability with a global market in mind.

It is important for USM to look outward to the larger world in order to build our students' global competence by preparing them to live and work in a global, diverse, interconnected, interdependent, complex changing world. The emerging opportunities in the North Atlantic region offers us such a lens. Because of our partnerships with Eimskip, the New England Ocean Cluster House (NEOCH), and MENADO, Iceland became the intentional first step in our journey of turning outward toward this region.

- On September 18, 2015 President Glenn Cummings signed a partnership agreement with the NEOCH that allows faculty, staff, and students to expand their international experience and engage with innovative companies in ocean-related industries. This partnership marks the beginning of exploring new opportunities to connect USM with businesses and academic institutions in Iceland.
- From October 15-18, 2015, a USM delegation of faculty and staff visited Iceland to explore relationships with Reykjavik University, University of Iceland, the Tourism Industry, and other organizations. A MOU between USM and Reykjavik University is laying the foundation for faculty and student exchanges.
  - Resulting from that trip, eight MEIF-funded projects will allow 194 undergraduate students, 38 graduate students, 27 faculty members, and six staff members to engage with and establish long lasting partnerships with their counterparts in Iceland over the next three years.
- In the spring of 2016 USM convened the Maine North Atlantic Education Consortium to facilitate educational partnerships throughout the North Atlantic Region, and to further international learning opportunities for faculty and students, as well as education and programming around North Atlantic issues for students, scholars, and the public. The Consortium was established at MENADO's suggestion that USM play a convening role to avoid duplication of efforts among colleges/universities and to assure collaboration and sharing of resources in the higher education community in Maine.
- A generous gift from the estate of A. Carolla Haglund '51, will enable Honors Students to gain an international experience during their first two years at USM.

## COMMUNITY NEEDS

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On July 7, 2016 USM convened external stakeholders from the business, law, arts and humanities, and government communities to share with our faculty, staff, and administrators pressing needs, that if addressed, would enhance Maine's competitive advantage in the North Atlantic region. These major needs include:

- Find ways to take full advantage of our marine resources and supply chains.
- Improve connections among modes of transportation to expand business and cultural opportunities.
- Encourage ingenuity in education and workforce development.
- Involve and support students in creative thinking, innovation and entrepreneurships.
- Find a way to express Maine's culture and values in all products.
- Allow liberal arts to be infused into business innovation and development, and connect artists with new maritime provinces and countries to increase cross-cultural development and cultural tourism.
- Build student knowledge and skills that integrate risk management, regulatory compliance, regulatory advocacy, public policy leadership, maritime and oceans law, relationship to investments, and business.
- Attract capital investment to make Greater Portland the hub for economic activity in the North Atlantic region.
- Generate excitement to increase community support for Maine's involvement in the North Atlantic region.

The discussions increased our understanding of the North Atlantic region and helped to identify strategic ways in which we could be a major contributor to achieving Maine's North Atlantic strategy. The accompanying *USM-North Atlantic Region Strategic Framework* is the outcome of the July session, and is intended to guide institutional investments in our faculty, staff, and students who want to build on the foundation of relationships that have been established in the region.

## USM'S RESPONSE TO COMMUNITY NEEDS

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The *USM-North Atlantic Region Strategic Framework* outlines three major pillars of community engagement activities that are responsive to the community needs. The *Framework* takes full advantage of the collective knowledge, experience, and national and international recognition of our faculty and staff in innovations in education and workforce development, research, training, and technical assistance. The *Framework* also leverages our stewardship as an institution of higher education in order to educate the public and inform policies in support of strengthening Maine's economic, educational, and cultural partnerships with North Atlantic countries.

**Public Convener** – As an institution embedded in the community, we will serve as a public convener to showcase the economic, education, and cultural successes in the North Atlantic region. Our role as public convener calls on us to work closely with our partners to highlight issues of concern to Maine and to help identify meaningful policies and solutions, enabling our faculty, staff, and students to further Maine's economic growth.

**Education and Workforce Development** – We will continue to support faculty and staff in developing highly innovative education and workforce development programs that build our students' global competence. Examples include but are not limited to infusing liberal arts in business innovation and development, and STEM education; infusing creative thinking, innovation, and entrepreneurship in undergraduate curricula; faculty and student exchanges/internships; cultural exchanges in the visual and performing arts and the humanities; and connecting business, investments, risk management, regulatory compliance and advocacy, public policy leadership, and maritime and oceans law.

**Research, Training, Technical Assistance** – USM is nationally and internationally recognized in select areas that support the state's North Atlantic strategy. Tapping USM's research, training, and technical assistance expertise, multidisciplinary teams of faculty, staff, and students are poised to play significant roles in strengthening the state's competitive advantage in the North Atlantic region in critical areas, such as environment, engineering, risk management, regulatory compliance, public health, and sustainable development.

## NEXT STEPS

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USM will facilitate a collaborative process with internal and external stakeholders to implement the framework. For further information on the *Framework* please contact Dr. Terry Shehata at [a.shehata@maine.edu](mailto:a.shehata@maine.edu) or 288-8239.

## USM North Atlantic Region Strategic Framework

**Goal:** Strengthen USM’s research and workforce development capacities that are responsive to the state’s strategy to capitalize on economic and cultural opportunities in the North Atlantic Region.

	Community Needs	USM Major Activities	USM Outcomes	Goals Impacted
<b>RESEARCH, TRAINING &amp; TECHNICAL ASSISTANCE</b>	<p>Find ways to take full advantage of our marine resources and supply chains.</p> <p>Improve connections among modes of transportation in order to expand business and cultural opportunities.</p>	<ul style="list-style-type: none"> <li>Strengthen currently funded Iceland Initiative projects, and support new projects in topics relevant to this Framework.</li> <li>Strengthen relationships with Reykjavik University and the University of Iceland and establish/expand relationships with universities, businesses, and nonprofit and government agencies in the North Atlantic countries.</li> <li>Partner with the NEOCH, GPCOG, other UMS universities, and businesses to develop approaches that fully utilize our marine biota in a sustainable manner. For example,               <ul style="list-style-type: none"> <li>→ Transition scalable technologies and processes and their related workforces along the value chains to transform high value marine-related products into globally competitive enterprises.</li> </ul> </li> </ul>	<p>INTERNAL OUTCOMES</p> <ul style="list-style-type: none"> <li>More faculty/staff are submitting proposals for external support.</li> <li>More faculty/staff are engaging and building long-term research collaborations with external partners.</li> <li>More undergraduate and graduate students are engaged in externally funded research.</li> </ul> <p>EXTERNAL OUTCOMES</p> <ul style="list-style-type: none"> <li>Our external community partners see USM’s research initiatives as being responsive to their needs and challenges.</li> </ul>	<p>MENADO GOALS:</p> <ul style="list-style-type: none"> <li>Connect Maine experts with Arctic scientific and policy fora to mitigate and adapt to the impacts of a changing Arctic.</li> <li>Achieve continued economic growth while maintaining the region’s natural resources</li> <li>Enhance the competitiveness of the region in both domestic and international markets.</li> <li>Promote regional collaboration and partnerships</li> </ul> <p>UMS BOARD OF TRUSTEES (BOT) GOALS:</p> <ul style="list-style-type: none"> <li>UMS maintains a sponsored programs grants and contracts effort growing greater than 3% annually on a 3-year rolling average from a 2013 baseline of \$91MM and NSF-defined total research expenditures of \$90MM.</li> </ul> <p>MAINE DEVELOPMENT FOUNDATION’S (MDF) MEASURES OF GROWTH (2016):</p> <ul style="list-style-type: none"> <li>R&amp;D expenditures</li> </ul>
<b>EDUCATION &amp; WORKFORCE DEVELOPMENT</b>	<p>Encourage ingenuity in education and workforce development.</p> <p>Involve and support students in creative thinking, innovation and entrepreneurship.</p> <p>Find a way to express Maine’s culture and values in all products; help businesses to consider the long-term view.</p> <p>Allow liberal arts to be infused into business innovation and development, and connect artists with new maritime provinces and countries to increase cross-cultural development and cultural tourism.</p> <p>Build student knowledge and skills that integrate risk management, regulatory compliance, regulatory advocacy, public policy leadership, maritime and oceans law, relationship to investments, and business.</p>	<p>Encourage workforce development innovations spanning the K-to-Workforce Continuum that strengthen the state’s competitive advantage in the North Atlantic region. Examples include:</p> <ul style="list-style-type: none"> <li>Infuse creative thinking, innovation and entrepreneurship into undergraduate curricula.</li> <li>Infuse liberal arts into business development and innovation, and STEM education.</li> <li>Integrate risk management, regulatory compliance, regulatory advocacy, public policy leadership, maritime and oceans law, relationship to investments, and business.</li> <li>Support faculty and undergraduate and graduate student exchanges and internships with universities, businesses, nonprofits, and government agencies in the North Atlantic countries, in topics relevant to this Framework.</li> <li>Help businesses and nonprofit organizations that establish operations in Maine to succeed by learning from Maine’s past in order to take a long view towards the future.</li> <li>Support cultural exchanges in the visual and performing arts and the humanities.</li> </ul>	<p>INTERNAL OUTCOMES</p> <ul style="list-style-type: none"> <li>More faculty and students across all colleges are engaged with school districts to help graduate students who are more prepared for post-secondary education.</li> <li>More students are engaged in academics, research experiences, and internships in topics relevant to this Framework.</li> <li>More students are retained.</li> <li>More students graduate with <i>global competence</i> credentials that align with skills requirements of Maine businesses and nonprofit agencies involved in the North Atlantic region.</li> <li>More students are entering employment in Maine upon graduation in businesses, and nonprofit agencies involved in the North Atlantic region.</li> </ul> <p>EXTERNAL OUTCOMES</p> <ul style="list-style-type: none"> <li>Our external community partners see USM’s workforce development initiatives as being responsive to their needs and challenges.</li> </ul>	<p>MENADO GOALS:</p> <ul style="list-style-type: none"> <li>Promote regional collaboration and partnerships</li> <li>Facilitate arts and cultural exchanges</li> <li>Enhance the competitiveness of the region in both domestic and international markets.</li> </ul> <p>BOT GOALS:</p> <ul style="list-style-type: none"> <li>Each UMS institution executes retention and persistence strategies that achieve 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.</li> <li>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.</li> </ul> <p>USM GOALS:</p> <ul style="list-style-type: none"> <li>USM enrollment will reach 10,000 (IPEDS, now 8,700).</li> <li>USM retention rate will reach 72% each year (IPEDS, now 63%).</li> <li>USM will be known for academic excellence with real-world experiences as a core part of its academic program.</li> </ul> <p>MDF’S MEASURES OF GROWTH (2016):</p> <ul style="list-style-type: none"> <li>High school graduation</li> <li>Postsecondary educational attainment</li> <li>Workforce</li> <li>Employment</li> </ul>
<b>PUBLIC CONVENER</b>	<p>Generate excitement around the North Atlantic region by highlighting economic, education, and cultural successes.</p> <p>Attract capital investment to make Greater Portland the hub for economic activity related to the North Atlantic region.</p>	<ul style="list-style-type: none"> <li>Facilitate the Maine North Atlantic Education Consortium</li> <li>Host policy forums and seminars to increase awareness and involvement in the North Atlantic region. For example,               <ul style="list-style-type: none"> <li>White paper outlining specific steps to make Greater Portland the hub for economic activity related to the North Atlantic region.</li> </ul> </li> </ul>	<p>INTERNAL OUTCOMES</p> <ul style="list-style-type: none"> <li>More students are better equipped with the necessary knowledge and skills to play key roles in expanding and strengthening Maine’s economy.</li> </ul> <p>EXTERNAL OUTCOMES</p> <ul style="list-style-type: none"> <li>Our external community partners see USM as being responsive to their needs and challenges.</li> </ul>	<p>MENADO GOALS:</p> <ul style="list-style-type: none"> <li>Connect Maine experts with Arctic scientific and policy fora to mitigate and adapt to the impacts of a changing Arctic.</li> <li>Serve as a conduit to exchange information</li> <li>Promote regional collaboration and partnerships</li> <li>Identify and promote models of success</li> </ul> <p>BOT GOALS:</p> <ul style="list-style-type: none"> <li>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.</li> </ul>

