



University of Southern Maine  
Division of Human Resources

**Vision, Mission, Values, and Strategic Directions**  
**2005-2009**

**Vision:** To provide leadership and guidance to the University, its management, and its employees to ensure that the University of Southern Maine is a nationally recognized employer of choice.

**Mission:** The Division of Human Resources serves as a catalyst in enabling all employees to contribute at optimum levels in support of the mission of USM.

Through our services, we value and provide:

- ethical leadership
- outstanding customer service
- content and technical expertise
- integrity
- confidentiality
- innovation
- teamwork and collaboration
- life-long learning

Our strategic directions include:

- I. **Attract and retain outstanding employees at all levels**
- II. **Improve employee satisfaction**
- III. **Reflect and reinforce a climate of integrity, confidentiality, and model service**
- IV. **Continuously improve delivery of Human Resources services, policies, and procedures**
- V. **Contribute to and support professional and organizational development of employees and USM departments through all of Human Resources services**
- VI. **Maximize efficiency, streamline processes, and identify areas for cost savings to USM and the Division of Human Resources**