

MAINE STATE LEGISLATURE

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MAINE MARITIME ACADEMY

STRATEGIC PLAN

1999 to 2003

Submitted December 1, 1999

MAINE MARITIME ACADEMY

- A PLAN FOR THE NEXT FIVE YEARS: 1999 to 2003 -

SUMMARY

In the last twenty years, Maine Maritime Academy has broadened its mission, strengthened its academic offering, and demonstrated its viability, assuring itself a special place in a changing world. Looking to the future, the Academy is faced with a number of challenges: uncertain enrollment, problematic revenues, and rising costs. Of major concern for the future is our ability to continue to provide a meaningful education for our students, who must function as professionals into the year 2050, while maintaining our maritime traditions. Therefore, we have developed a strategic five-year plan to further ensure our viability.

The essence of the plan is to:

- * Increase student enrollment
- * Improve the academic programs
- * Make more effective use of resources
- * Expand fund raising
- * Innovate in selected areas
- * Improve the physical plant

The six elements of the plan are mutually supportive. Increased enrollment provides additional financial resources to improve the academic programs. Improvements in the academic program will attract more students. More effective use of resources will provide assets to improve the academic program and expand fund raising. At a minimum, these elements should stabilize the Academy's present position.

Student enrollment can be increased to at least 800 without additional facilities or staff. The major discount to the resultant increase in tuition revenue, will be increased student aid and recruiting costs. The growth in enrollment will come about through increased student aid, program attractiveness, recruitment (especially of women who represent 52 % of the available market, largely untapped), and other measures.

More effective use of resources will entail increasing the student-faculty ratio, which is low; streamlining course offerings; reducing credit hours required for graduation, which are excessive in some areas; and, converting some facilities to better use.

This plan has been the result of a joint effort by Trustees, faculty, staff, and administration working over a considerable period of time. It represents a large task; but, it is thought to be within the capabilities of the Academy.

MAINE MARITIME ACADEMY

- A PLAN FOR THE NEXT FIVE YEARS: 1999 to 2003 -

INTRODUCTION

In the past twenty years, Maine Maritime Academy has significantly broadened its mission, strengthened its academic programs, and demonstrated its viability. Academic programs have grown from two to twelve. The student body has increased in numbers and quality, and placement rates have exceeded ninety-five percent within three months of graduation. The financial base has shown marked improvement. Thus, Maine Maritime Academy has earned a special place in a changing world. This accomplishment was not made without effort or without uncertainties.

Today, past uncertainties pale in comparison to what the Academy is facing. Future revenues, costs, and factors beyond the control of the Academy are uncertain enough to threaten its financial viability. Revenues are uncertain because state and federal aid are static or shrinking, enrollment pools are declining, competition for students is increasing, and income tax reform may impact private contributions. Future costs will rise faster than inflation due to a number of factors: technology demands on the academic programs, impact of regulations on physical facilities and programs, outdated facilities, employee benefits such as health care, and the need for new academic programs to adjust to a changing placement market. Other factors over which the Academy has no control and which will seriously impact its programs are: the possible phase-out of the United States Maritime Administration programmatic and financial support and the declining number of US flag deep-water vessels, changing state priorities for higher education, and Federal balanced budget actions impacting student aid. Thus, Maine Maritime Academy needs to carefully plan its development over the next five years to avoid the shoals, rocks, and gales that accompany any voyage in uncharted areas.

The penalty for not planning for the future would be severe. Rising costs in the face of limited revenues will erode academic quality, aging facilities will weaken the "hands-on" environment so well nurtured over the years, inflexible programs will limit placement opportunities for graduating students, and the mixture will decrease enrollment and accelerate the downward spiral.

Therefore, the purpose of planning at the Maine Maritime Academy for the period 1999 to 2003 is to improve academic quality and offerings and maintain the financial viability of the institution within the context of its traditional mission.

TRADITIONAL MISSION

The mission of Maine Maritime Academy is to provide an educational environment which stimulates intellectual curiosity, fosters professional competence, encourages rigorous self-discipline, and develops leadership potential through both curricular and co-curricular education while perpetuating Maine's heritage of the sea and providing related public service to the state and country.

In doing so, the Academy emphasizes ocean and marine oriented programs at the undergraduate and graduate levels, while specializing in engineering, transportation, management, and marine science. In addition, the Academy is dedicated to contributing to national defense through programs that also prepare officers for the Merchant Marine and the uniformed services of the United States.

STATE OF MAINE HIGHER EDUCATION GOAL

"Maine's people will be life-long learners and have the knowledge and skills to live productive and satisfying lives. Our children will be prepared for life and work."

G O A L 1

"Ensure and improve access to affordable, integrated education and practical applied marine-related training opportunities for Maine students and citizens in order to preserve Maine's heritage of the sea."

OBJECTIVE 1.1

Increase enrollment from FY 1999 to FY 2003 while maintaining current Academy graduation and graduate job placement rates; doing so with no net increase in current employee levels and only minimal increases in support costs.

STRATEGIES

- 1.1.1 Broaden academic offerings of interest to women in order to expand the percentage of women undergraduates enrolled from 11 % to 16 % of the overall enrollment by the year 2002-2003.
- 1.1.2 Develop comprehensive enrollment management plan.

- 1.1.3 Increase student to faculty ratio from 10.5 to 13.5.
- 1.1.4 Maintain current employee levels in spite of increased enrollment.

OBJECTIVE 1.2

Secure external funding to provide a margin of excellence.

STRATEGIES

- 1.2.1 Increase the total financial aid endowment from \$3.9 million to \$8 million by the year 2002.
- 1.2.2 Provide \$200,000 annually for instructional technology acquisition.
- 1.2.3 Raise \$200,000 for improvements to the athletic complex for women's recreation and athletics.
- 1.2.4 Increase levels of unrestricted giving from \$150,000 to \$250,000 per year by year 2002.
- 1.2.5 Formalize and increase planned giving opportunities.
- 1.2.6 Seek additional resources to fund and endow the major in International Business and Logistics.
- 1.2.7 Fund and establish an endowment of at least \$250,000 to enhance engineering programs.
- 1.2.8 Increase the unrestricted endowment of the college by 2002 so that it grows by at least 2 % per year above the CPI.
- 1.2.9 Secure sufficient funds to develop a comprehensive management information system and for instructional technology.

OBJECTIVE 1.3

Increase the average graduate enrollment per module per major.

STRATEGIES

- 1.3.1 Explore opportunities for adding additional majors.
- 1.3.2 Continue the implementation and development of the port management major.
- 1.3.3 Develop a comprehensive marketing plan for the Graduate Program.

OBJECTIVE 1.4

Explore and seek ways to use innovative technology, both in areas of teaching and administration.

STRATEGIES

- 1.4.1 Continue the work of the recently formed Technology Assessment Task Force established to review current status and make recommendations for technology adoption.
- 1.4.2 Upgrade computing for improved campus management information needs and communications capability to meet the challenges of the 21st century.

OBJECTIVE 1.5

Increase the Academy's ability to take its programs to off-campus markets.

STRATEGIES

- 1.5.1 Expand alliances and cooperative arrangements with other colleges and businesses.
- 1.5.2 Examine opportunities for utilizing interactive television and other information technologies as a means of exporting programs.
- 1.5.3 Seek creative new uses for the training vessel.

OBJECTIVE 1.6

Establish a system of cost to benefit analysis for all institutional programs.

STRATEGIES

- 1.6.1 Create an Evaluation and Review Committee.
- 1.6.2 Set up a system of performance measures.

G O A L 2

"Stimulate intellectual curiosity and foster professional competence in Maine Maritime Academy students so that they will excel in their chosen career field while becoming lifelong learners."

OBJECTIVE 2.1

Retain a unique campus and college philosophy and life style that is built upon the concepts of: maritime orientation, applied academic programs, and managed learning experience inside and outside the classroom.

STRATEGIES

- 2.1.1 Expand the co-operative education program to provide at least one practical off-campus work experience for students of all majors.
- 2.1.2 Seek creative ways to use the new training vessel to enhance the education of our students and extend an MMA education to a wider market.
- 2.1.3 Maximize the application of our waterfront and vessels in our educational paradigm.
- 2.1.4 Continue to maintain and support the regiment of midshipmen as a unique model for leadership, teamwork, and self discipline, to ensure it continues as a defining element of the institution.
- 2.1.5 Explore new life-style models for developing the leadership and management skills of our non-regimented students that parallel the personal development goals intended for regimented students.
- 2.1.6 Continue to improve the training facilities of the college to maintain the "hands-on" component of our curriculum that enhances the professional placement and economic success of our graduates.

OBJECTIVE 2.2

Become the leader in Maine Higher Education in Logistics and Transportation Management.

STRATEGIES

- 2.2.1 Secure external funding for program start-up and endowment of the International Business and Logistics major.
- 2.2.2 Develop and adopt capacities for distance learning techniques.
- 2.2.3 Provide public service through consultation and cooperation with state agencies and private enterprise.
- 2.2.4 Establish our library as the primary state resource for transportation and logistics.

OBJECTIVE 2.3

Continue to be the recognized leader in Maine Higher Education for undergraduate Marine Science Education.

STRATEGIES

- 2.3.1 Develop distance learning capability to outreach to Maine high schools and colleges.
- 2.3.2 Develop articulation mechanisms with high school science programs.
- 2.3.3 Maintain and enhance the hands-on laboratory and waterfront capabilities.
- 2.3.4 Create linkages with graduate schools in the field.
- 2.3.5 Achieve 90 % placement rate in graduate school or professional employment for students within one year of graduation.

OBJECTIVE 2.4

Continue to be recognized as a leader in New England for operations engineering.

STRATEGIES

- 2.4.1 Seek private support to allow industry-competitive salaries to be used to recruit experienced licensed Chief Engineers and First Class Stationary Engineers as faculty members in operating engineering programs.
- 2.4.2 Maintain and enhance hands-on experiential and training capabilities on campus.
- 2.4.3 Increase public service outreach and promotional programs in Maine schools in support of traditional operating engineering programs.
- 2.4.4 Develop articulation agreements with Technical Colleges to promote increased enrollment in operating engineering programs.
- 2.4.5 Seek external funding for endowment and financial aid support for students enrolled in professional license programs in operating engineering.
- 2.4.6 Work for Accreditation Board for Engineering and Technology acceptance of marine Chief Engineer license and First Class Stationary Engineer license as a credential equivalent to the Professional Engineer license for teachers of Marine Engineering and Power Engineering Technology programs.

GOAL 3

"Be a vital learning community in which all constituents share a sense of pride, accomplishment and mutual responsibility."

OBJECTIVE 3.1

Institutionalize planning processes which assess and allocate resources appropriately and ensure input from all levels of the campus constituency; faculty, staff, alumni, and students.

STRATEGIES

- 3.1.1 Further develop an administrative and academic governance structure that enhances communication and better serves the campus.
- 3.1.2 Ensure that the combined efforts of the evaluation and planning committee, and strategic planning committee continue to influence college policy.
- 3.1.3 Provide special events and publications which enhance internal communication and cooperation.

OBJECTIVE 3.2

Maintain accreditation for the college and its programs.

STRATEGIES

- 3.2.1 Maintain institutional accreditation by the New England Association of Schools and Colleges.
- 3.2.2 Maintain Engineering and Engineering Technology program accreditation by the Accreditation Board for Engineering and Technology.
- 3.2.3 Seek International Business and Logistics accreditation by the American Association of Colleges and Schools of Business.