ABSTRACT
                 This document presents the strategic planning goals and
mission statement of the University of Maine Augusta at Lewiston-Auburn
College. The first and longest section outlines objectives concerning the
college's academic programs including full-time and part-time faculty
instruction, the core curriculum, strengthening the information
infrastructure, and the implementation of new academic programs in the health
and computer sciences, legal, financial services, library information
technology, and business and public administration. The first section also
includes goals related to student services and increasing student enrollment,
satisfaction and success. The second section sets the objectives necessary
for assuring fiscal stability and increasing cost effectiveness. The third
section discusses goals related to student enrollment, retention and
graduation rates. The objectives set in this area include implementation of
the institutional student recruitment plan, development of marketing
strategies to increase enrollments in distance education, strengthening the
financial aid and scholarship program, and further public image building. The
last sections discuss goals for assessment and institutional research
activities, auxiliary services, and institutional advancement activities.
(KS)

The University of Maine at Augusta

UMA at Lewiston-Auburn College

Mission/Strategic Plan

The University of Maine at Augusta

at the Lewiston-Auburn College

Mission Statement and

Long Range and Facilities Plan

February 10, 1999

UMA at Lewiston-Auburn Mission Statement

UMA at the Lewiston-Auburn College is one of the three campus locations of the University of Maine at Augusta. We provide high quality education, and academic and student support services for the greater Lewiston-Auburn community. Our partnership with USM at its Lewiston-Auburn College and within the region recognizes USM's primary role in baccalaureate and graduate education. For our part, UMA primarily focuses on: traditional community college access and support functions for full- and part-time students; completion of associate degrees and career-based certificates. In addition, UMA prepares students for transfer as juniors within "2+2" arrangements to select UMA baccalaureate degrees approved for LAC delivery, to USM's LAC baccalaureate programs, and to external BS and BA programs. UMA's LAC academic programs prepare students for further education, career opportunity

and greater personal development through individual support, internships, and practical experience related to their education.

Strategic Planning Goals for UMA at the Lewiston-Auburn College

February 26, 1999

1. Enhance and Increase the Quality and Responsiveness of UMA's Academic Programs

A. Strengthen Instruction:

1. Hire or place more full-time faculty members at Lewiston-Auburn College as their home base

2. Once established by the UMA Colleges, work with the deans to implement a curricular quality assurance policy that includes measurable learning and behavioral outcomes

3. Orient full-time faculty to LAC and UMA at LAC's instructional expectations

B. Strengthen Part-time Faculty Instruction:

1. Work with College Deans to establish and implement clear and credible standards for support and supervision of part-time faculty

2. Provide orientation to LAC and UMA at LAC's instructional expectations for all part-time faculty

C. Enhance the Quality of the Total Undergraduate Experience for Students at UMA at LAC

1. Utilize institutional evaluation criteria to determine the impact on LAC and the region of the programming offered at LAC by UMA

2. Respond to improve programming and services on an ongoing basis

D. Define and Strengthen the UMA Core Curriculum

1. Implement the UMA associate and baccalaureate core curriculum for all UMA degree candidates at LAC

2. Work toward creating complete compatibility between UMA's and USM's students' core courses and overall requirement

3. Develop and implement a joint UMA/USM standard of technical literacy and share in its delivery and assessment

4. Establish writing across the curriculum and work toward common graduation writing competency for all students

E. Improve the Level of Faculty and Student Services Support for UMA at LAC Activities

1. As enrollment and quantity of services provided to UMA at LAC students increases, proportionally increase the level and number of support staff (beginning with the addition of one administrative assistant to coordinate and support all operations)

F. Emphasize the Relationship of Theory to Practice, and the Academy to the Community

1. Expand and integrate experiential learning across the curriculum

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2. Create consistent and sound support for experiential learning (e.g., coordinated syllabi, supervisor training, etc.)

G. Strengthen the Information Infrastructure

1. Work with USM and UNET to build and install a Compressed Video unit and appropriate classroom for LAC

2. Strengthen the faculty and library connections at LAC by integrating them in to UMA classes, library and information use workshops

3. Seek opportunities for UMA to assess UMA student library and information needs, and contribute to the planned development and expansion of the LAC library

H. Implement New Academic Programs

1. Consistent with demonstrated community need and the UMA/USM operating agreement in place at LAC, establish new academic programs and begin delivering existing UMA programs – focusing on 2+2 arrangements where appropriate -- seek opportunities to collaborate with USM where appropriate:

a. Dental Hygiene AS/BS

b. Legal Technology AS

c. Financial Services AS & BS

d. Animal Medical Technology (first year)

e. Computer Information Systems BS

(Compatible with and supportive of USM's Information Systems [IS] minor)

f. Library Information Technology AS/BS

g. Certificates in Business and Public Administration

2. Implement alternative academic delivery schedules and methods including weekend college, programing in the high schools, articulation agreements, workshop courses for businesses etc.

I. Capitalize on Partnerships

1. Establish UMA academic program advisory board support groups for UMA's Lewiston-Auburn based academic programs

2. Participate in joint needs assessment with area employers to establish program, certificate

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and non-credit training delivery needs

3. Build transfer and articulation agreements among all degree programs offered by UMA and USM at LAC

4. Deliver college entry level access and support services on-site at regional high schools as a means of reaching students who may not have considered college as an option, and to allow high school juniors and seniors to start their college courses early

J. Encourage Responsible Access

1. Establish minimum admissions standards for "open admissions" which directs severely under-prepared students to adult education programming -- offered on-site at LAC by regional adult education providers – as a satellite of local Adult Education Offices

K. Enhance Instructional Methodologies

1. Create greater blending of instructional methodologies assisting faculty with the integration of web-based resources and other asynchronous tools to enrich traditional courses

2. Increase Student Satisfaction with the Quality of Student Services and Student Life

    A. Provide High Quality Student Advising Services

        1. Improve advising services as a powerful student retention and satisfaction tool

        2. Implement UMA's academic advising standards for UMA students at LAC

        3. Refine the advisor assignment and training process to ensure all UMA LAC students receive appropriate support

        4. Conduct and publish student advising satisfaction reports annually

        5. Track and report student success upon transfer to other institutions and utilize data to improve services

    B. Complete Assessment of Career Services Usage and Demand

        1. Establish a career preparation and placement function to support student job placement needs

2. Track and report student job or college transfer placement records

3. Establish a mentoring program in collaboration with alumni, community members and friends of LAC

C. Provide High Quality Technological Support Services for Students and Faculty

1. Participate in assessment, development and support of USM's master plan for computer facilities and technical services for LAC

2. Establish a minimum computer literacy standard for UMA students and work in collaboration with USM in delivery and assessment

3. Implement a technology literacy component for all First-Year Seminar students

D. Reduce Barriers to Student Enrollment, Satisfaction and Success

1. Utilize entering student survey data from nationally recognized and normed instruments to assess student needs and programming direction

2. Increase student enrollment and satisfaction, by participating in and fully supporting the planning and assessment of facilities development and expansion at LAC

3. In cooperation with USM, establish a fully functional joint Learning Support Center at LAC – implement writing and mathematics tutorial support immediately

4. Improve communication and develop a community of support and feedback, by establishing, an on-line and paper "newsletter/feedback" activities for students and faculty

5. Expand web-based learning community support and information functions

6. Support development of diversity activities and programing

7. More fully integrate the offices and services of Women, Work and Community with the operation and goals of UMA at LAC

8. Expand the Peer Educator Program at LAC and establish an

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honors level credit-based (nationally certified) Tutor Training Program for all students at LAC

III. Assure Fiscal Stability and Increase Cost Effectiveness

A. Better Manage Institutional Finance, Budget and Related Functions

1. Make use of UMA "venture fund" to investigate and develop new program ideas for LAC

2. Establish sound analytical tools to track and project enrollment progress as well as instructional cost per student at any given point

3. Utilize the skills of the Business Office employees to reconcile and oversee budget records and purchase orders

B. Increase Cost Effectiveness

1. Implement a performance based budget development and assessment process consistent with UMA strategies to link budget construction with LAC strategic goals and actions

2. Consider alternative delivery calendars and options to gain additional starting points for students throughout the year

3. Build course schedules a year at a time so students can plan work, family and college activities – collaborate with USM

C. Investigate and Develop New Revenue Sources

1. Engage grant writers to supplement UMA at LAC budgets for planned programming

2. Investigate business support programming as a means of making contact with and developing programming and services for area employers

3. Recruit business and organization employees as students using specifically targeted programming and marketing

D. Establish fiscal planning mechanism to provide expanded resources (increased base budget) for UMA at LAC when credit hour revenues increase

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E. Coordinate with UMA's and USM's Master Planning Committees and the LAC Advisory Council to establish and gain funding for facilities development plans for LAC

IV Increase Student Enrollment, Retention and Graduation Rates

A. Implement the Institutional Student Recruitment Plan with Specific Program and Location Enrollment Targets

1. Develop tracking system to automate student information inquiry, follow-up and advising

2. Establish recruitment strategy which includes joint advertising, program option brochures and follow-up for UMA and USM students

B. Continue UMA Image Building Campaign in the Lewiston-Auburn Community

C. Develop Marketing Strategies to Increase Enrollments in Distance Learning Efforts

1. Implement new web-based and other asynchronous opportunities for students in the region

2. Provide high quality support services for independent learners utilizing distance learning options

D. Analyze and Selectively Strengthen Financial Aid and Scholarship Programs to Support Enrollment Management and Marketing Plans

1. Implement new scholarship, non-need based student employment and tutoring programs at LAC

2. Generate new scholarships for UMA students from area employers and benefactors

3. Provide improved student scholarship information

E. Analyze Student Retention Data by Program

1. Develop cost effective strategies for achieving retention goals

2. Increase contact with students and potential students

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throughout the enrollment process

3. Maintain personal faculty/staff contact with all students over the summer and during registration periods

4. Assure seamless transfer from UMA associate degrees to available

BS/BA program at LAC

5. Establish appropriate graduation rate benchmark for UMA at LAC students and work toward supporting all students' progress toward that benchmark

6. Implement exit interviews with students who fail to return for classes after two semesters -- to attempt to save the enrollment through intervention, and/or learn more about where students go

3. Re-engineer UMA's Investment in Distance Education

    A. Work with staff in Augusta to refocus UMA's Distance Education Council and the Technology Committee

        1. Integrate all appropriate aspects of UMA's Technology Plan into UMA at LAC's strategic goals

    B. Work Toward Convergence of Traditional Classroom Courses and Distance Learning Courses through Common Technologies and Blended DE Options

        1. Expand training and support for faculty in webpage design as an adjunct to their courses

        2. Work with UMA's Commerce Center and UMA faculty to develop asynchronous training programing for regional employers

VI. Develop Further Collaborative Initiatives

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A. Establish Collaborative Initiatives with USM, within the UM System, and with other State, Regional and National Organizations

1. Actively engage the LAC Advisory Council to assess UMA programming and service activities to ensure relevancy and accuracy

2. In collaboration with USM at LAC, develop, promote and deliver a variety of jointly supported courses, workshops and conferences which enhance the LAC community's requirements for professional development, career advancement and personal enrichment

3. Ensure compatibility and full transfer, without creation of extraneous credit, between UMA's 100 and 200 level courses and associate degrees; and USM's 300 and 400 level courses and their BS/BA programs

4. Provide regional technical colleges with requested 100 and 200 level courses to support their AA delivery efforts at thier facilities

5. Collaborate with the technical Colleges in delivery of joint programming

6. Work with faculty to ensure that Technical College student credits are fully transferable to UMA at LAC

B. Public Image, Reputation and Participation

1. Provide timely and accurate news about UMA at LAC to local and regional audiences including area employers

2. Collaborate with civic associations and governmental agencies to encourage their members and/or clients to take advantage of educational opportunities provided at LAC

C. Community Involvement Issues

1. In cooperation with USM at LAC, host cultural activities, trips and other activities which complement the UMA at LAC curriculum

2. Encourage student participation in community activities including internships and volunteer activity

3. Work with area business and agencies to jointly deliver courses which benefit the community and LAC (e.g.,

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collaboration with Lewiston Sun Journal to use their staff to
teach Journalism courses at LAC)

VII. Develop Systemic and Better Documented Processes of Assessment and Institutional Research

A. Utilize Institutional Research Data to Assist with Local Decision Making About Schedules, Program Delivery, and Student Support Programming; and Collaborate with the UMA Office of Institutional Research to Establish a UMA at LAC Baseline for Management Information.

1. Develop quality assurance standards for monitoring or academic performance for UMA at LAC

2. Focus on learning and teaching outcomes (graduation levels of achievement)

B. Implement Internal Assessment Including: Entering Student Survey, Graduate/Alumni Survey, Employer Survey, Advising Survey, Faculty Survey, Exiting and Transfer Student Survey etc.

C. Create and Monitor Impact of Retention Activities Based on Fall 1998 Noel-Leavitz Recommendations

D. Implement Market Research Studies as Needed to Establish Program or Service Need

VIII. Enhance Facilities and Auxiliary Services Processes

A. Work with USM to Ensure Adequate Physical Accessability to LAC

B. Work with USM to Expand and Enhance LAC Library Space and Resources to Support New Programming Added to the Curriculum

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C. Work with USM to continuously upgrade LAC computer facilities for UMA LAC students, faculty and staff

D. Implement UMA Group and Unit E-Mail LISTSERVES to Better Communicate with all UMA at LAC Students, Faculty and Staff

E. Cooperate with the Office of Executive Assistant to the President to Seek External Support to Improve Services Provided to UMA at LAC Students

IX Establish and Invest in Institutional Advancement Activities

A. Collaborate with USM to Enhance and Support the LAC Alumni Association

B. Encourage Alumni to Become Involved in Fund Raising, Giving and Supporting LAC Programming and its Students

C. Establish a UMA Foundation Representation in the L-A Community to Work with the UMA Foundation on its Fund Raising and Image Campaigns for UMA

D. Collaborate with the USM Foundation to Develop Support for LAC

E. Hire Contract Grant Writers to Support Identified and Planned Programming at LAC

F. Collaborate with the UMA and USM Foundations to Gain Community Support to Implement New Facilities Funding for LAC

1. Institutional Governance

A. Redevelop and Strengthen UMA at LAC's Internal Governance Structures to Ensure Participation of Faculty, Staff and Students in Decision Making and Planning; and to Maintain Well Informed Constituents

B. Ensure that Representatives from UMA at LAC Actively Participate in UMA's Governance Council's Activities

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C. Support Professional Development Opportunities for all UMA at LAC
Employees

LAC Home Page

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