## Overview

### Total Respondents: 165

21 Faculty: Augusta – 14; Bangor – 6; Online – 1
67 Students Augusta – 30; Bangor – 7; Center – 15; Online – 15
56 Staff: Augusta – 30; Bangor – 7; Center – 16; Online – 1; Other-Augusta and Online – 1; Other-Multi-campus - 1
15 Alumni: Augusta – 6; Bangor – 3; Center – 2; Online – 3; Other-Out Of State - 1
3 BOV: Augusta – 3
1 Other: Administration
1 Other: Bangor Advisory Council
1 Other: Staff & Student

**Mission & Structure:**
*73 Strongly Support* 55 *Support* 27 *Neutral* *5 Some Concerns* *1 Do Not Support*  *4 No Response*
**Academic Support:**
*74 Strongly Support* 45 *Support* 29 *Neutral* 8 *Some Concerns* 4 *Do Not Support* *5 No Response*
**Marketing & Communications:**
*71 Strongly Support* 47 *Support* 36 *Neutral* *3 Some Concerns*  *1 Do Not Support 7 No Response*

## Faculty

Total Faculty Respondents: 21
Augusta – 14; Bangor – 6; Online – 1
**Mission & Structure:**
*8 Strongly Support* 10 *Support* 2 *Neutral* *1 Some Concerns* 0 Do Not Support 0 No Response
**Academic Support:**
*6 Strongly Support* 7 *Support* *4 Neutral* *2 Some Concerns* 2 *Do Not Support* 0 No Response
**Marketing & Communications:**
*9 Strongly Support* *8 Support* *4 Neutral* 0 Some Concerns 0 Do Not Support 0 No Response

### Faculty in Augusta – 14 respondents, 7 with comment

1. *Strongly Supports* Mission & Structure
*Strongly Supports* Academic Support
*Strongly Supports* Marketing & Communications
Comments: On the vision 2.0 page, there is mention of changing the logo a bit and eliminating the tag line we currently have. I would like more information on that.
2. *Supports* Mission & Structure
*Some Concerns* Academic Support
*Supports* Marketing & Communications
Comments: I am concerned with the position of Director/Dean featured in the middle of the Academic Support org chart. On the surface, it looks to be a case of administrative bloat. Why the extra level between the departments and the provost? What discipline/area of expertise are to be expected of candidates for this Director/Dean position?
3. *Strongly Supports* Mission & Structure
*Strongly Supports* Academic Support
*Strongly Supports* Marketing & Communications
Comments: OK so far.
4. *Strongly Supports* Mission & Structure
*Supports* Academic Support
*Strongly Supports* Marketing & Communications
Comments: My only concern is whether or not the UMA Libraries should be integrated into Academic Support. It seems to me that the libraries function differently than, say, the Writing Center or TRiO; they have a bigger mission to serve the larger public and to function as an archive as well as to serve students, and I wonder if their independence would serve them better rather than being subsumed as just another component to studet academic services.
5. *Supports* Mission & Structure
*Supports* Academic Support
*Supports* Marketing & Communications
Comments: I listened to the presentations and it is obvious that those involved in the work to date for this process have thought widely about the issues. I appreciate the forums and transparency. I wish I could be more intimately involved in the detail work. - oh schedules
6. *Strongly Supports* Mission & Structure
*Strongly Supports* Academic Support
*Strongly Supports* Marketing & Communications
Comments: With so many students wanting courses offered online and/or alternatively to onsite classes,it makes much more sense to expand UMA's use of UC. They have great technology and students can view classes at their convenience. It seems much more fiscally responsible than keeping the Bangor campus open with full time faculty and dwindling enrollment. I started teaching on ITV when it first started and have always found the staff very amicable and easy to work with.
7. *Supports* Mission & Structure
*Supports* Academic Support
*Supports* Marketing & Communications
Comments: Devil will be in the details. So far so good.

### Faculty in Bangor – 6 respondents, 3 with comment

1. *Some Concerns* Mission & Structure
*Does Not Support* Academic Support
*Strongly Supports* Marketing & Communications
Comments: It seems at times that UMA academic programs are competing with the UC centers who offer the same class in a different mode-- VC, live --from the online offerings scheduled by the program. Perhaps three semester scheduling of 3/4 of course offerings would lessen the duplication.
2. *Strongly Supports* Mission & Structure
*Does Not Support* Academic Support
*Strongly Supports* Marketing & Communications
Comments: There are conflicts in scheduling live or VC classes between online and the centers; confusion in hiring adjuncts for the Centers; and in advising.
3. *Supports* Mission & Structure
*Supports* Academic Support
*Supports* Marketing & Communications
Comments: My major concern with the implementation is that I keep hearing that the professional staff who are experts in their areas are not being given due consideration of their expertise while these new structures are being designed. E.g., non-librarians or non-learning support making decisions about libraries and learning support, rather than relying on our content/field experts. I've heard similar concerns from a number of offices -- this concern should not be read as a reflection of an issue specific to libraries or learning support or any one program/office. Rather, I have a general concern that the collaborative spirit of the Vision 2.0 model is not be achieved by some of the working groups. Part of this is a tendency among some people in power not to trust the knowledge and competency of those who work with them or for them. UMA is stronger when our leadership enable our staff to do their jobs well, rather than micro-managing or making structural decisions outside of their areas of expertise.

### Faculty at Centers – 0 respondents

### Faculty Online – 1 respondent with comment

1. *Supports* Mission & Structure
*Some Concerns* Academic Support
*Supports* Marketing & Communications
Comments: A dean or director over all the units? I believe there are directors of these units already, aren't there? Why not have them report directly to the provost? Seems like unnecessary administration. Working together as a single unit to more equitably service students and faculty would be better accomplished through teamwork not hierarchy, which is expensive and slow.

## Students

Total Student Respondents: 67
Augusta – 30; Bangor – 7; Center – 15; Online – 15
**Mission & Structure:**
*19 Strongly Support 22 Support 20 Neutral* 3 *Some Concerns*  0 Do Not Support *3 No Response*
**Academic Support:**
*24 Strongly Support 18 Support 19 Neutral 2 Some Concerns*  0 Do Not Support 4 *No Response*
**Marketing & Communications:**
*17 Strongly Support 22 Support 23 Neutral* *1 Some Concerns*  0 Do Not Support *4 No Response*

### Students in Augusta – 30 respondents, 6 with comment

1. *Strongly Supports* Mission & Structure
*Strongly Supports* Academic Support
*Strongly Supports* Marketing & Communications
Comments: Change is good. UMA must strengthen its presence with the university system to survive
2. *Strongly Supports* Mission & Structure
*Strongly Supports* Academic Support
*Strongly Supports* Marketing & Communications
Comments: There has been a shortage of laboratory techs for decades and it is only getting worse with many at retirement age across the country. I am a 1998 graduate of the MLT program at UMA. I have been working in the field for 18 years and I have returned to UMA for my bachelor's degree. I strongly urge UMA to promote the field on television, print and radio and personally make visits to high schools and put on presentations to get students to go into the field. Promote and schedule regular small groups to spend a day at Maine General in the lab and classroom to get an in depth look. Tell them the pay range too. The library is not conducive for quiet study. We need silent areas with computers. The silent area is not silent. There are rooms off of that area where classes are held. You can hear the people in there at times, they can be loud. As people come in and out of the rooms they are loud. Telling them to be quiet is not the answer. I was told those rooms used to be used by the library but they were taken away for the function of classrooms. There is no where in the library that we have the equivalent of the "stacks" at Orono where there is truly quiet or silent areas to have uninterrupted study and online test taking. This is extremely frustrating to me as a student. I give the library a "D" for layout. The rooms should be taken back, computers put in there and be the designated computer quiet area. This would also greatly improve the silent area where there are tables and chairs. The writing center is wonderful but the fact the door remains open all day and is adjacent to the computer cluster just doesn't work. The room's noise level flows out into the library. People need to regularly talk and students read their papers aloud to get help with grammar, punctuation and overall flow of their papers or reports. The people working in there say students won't come in if the door is shut. I realize it needs to be in the library and easily accessible. I use it myself and they are a great help. I'd suggest a glass door that remains shut and lettering on it "Come on in!" Either that or move it but I don't know where. Definitely not closer to the silent area!
3. *Some Concerns* Mission & Structure
*Supports* Academic Support
*Neutral* Marketing & Communications
Comments: Financial Aid / Scholarships do not appear to be important in your agenda
4. *No Response* Mission & Structure
*No Response* Academic Support
*No Response* Marketing & Communications
Comments: I have no idea what the last question is asking.
5. *Supports* Mission & Structure
*Supports* Academic Support
*Neutral* Marketing & Communications
Comments: It is important that the courses offered are mindful that many students work and times offered should reflect it. Change up times each semester. As an art major, maybe look at holding the 2 classes on 1 day. Possible revenue stream would be continuing studies programs. Survey your customers- the students-what’s is working and perceived barriers. Ps make the website and surveys like this mobile friendly.
6. *Neutral* Mission & Structure
*Neutral* Academic Support
*Neutral* Marketing & Communications
Comments: I do not have any clue as to what the last question is asking. I don't have experience in that.

### Students in Bangor – 7 respondents, 2 with comment

1. *Neutral* Mission & Structure
*Neutral* Academic Support
*Neutral* Marketing & Communications
Comments: I appreciate the work done by members of the faculty and staff. I have learned much during my time here. I do have some thoughts about how much we push certain agendas and political beliefs. I'm all for equal rights and believe everyone deserves the access to education free from harassment or intimidation but I thought the constant and multiple posting for certain groups was more than I was accustomed to in the civilian population. I was disappointed to see a survey sent almost weekly by e-mail that was clearly biased and politically motivated. The questions were clearly written in such a way as to show bias towards one political group. I don't know who paid for this but I hope it wasn't me.
2. *Supports* Mission & Structure
*Supports* Academic Support
*Neutral* Marketing & Communications
Comments: Frequent class changes within a week of the start of the semester make scheduling nightmares. Including location, teacher changes and canceling classes. Makes signing up for early admissions pointless. Class offerings on the Bangor campus seem to run light when my degree requires certain courses making trying to complete my degree within a set amount of time very difficult.

### Students at Centers – 15 respondents, 2 with comment

1. *Some Concerns* Mission & Structure
*Supports* Academic Support
*Some Concerns* Marketing & Communications
Comments: I do not think the vision is clear. Center students are limited in our ability to invest in and be involved on multiple campuses. Augusta campus is creating and offering so many incredible opportunities, however most center students are not "part" of this community, nor is there any personal investment or input from our sites. UMA regrouping, stating clear values, along with its strategic and long term plans sound incredible, unfortunately the reality is that those of us at remote locations will continue to settle with "less than". Though my circumstances are different than that of many of my peers attending URock, as I could more easily attend the UMA campus, and reap the benefits of all it has to offer, my preference is to attend live classes at URock. Yet, if I were to do this, how do we get heard? When will the rural mid-coast humans be afforded the same experiential life changing opportunity's as those attending elsewhere, if those of us invested or that can take the "easy" route move on? When stated that some of us are expected to "outgrow" our own centers, who then gets left behind? I see this as a systemic issue that higher educators should be progressively and vigorously be trying to address where the need is the highest.
2. *No Response* Mission & Structure
*No Response* Academic Support
*No Response* Marketing & Communications
Comments: I am not sure at all what this is about. I thot I was telling how good Prof Naiden is.

### Students Online – 15 respondents, 1 with comment

## *Strongly Supports* Mission & Structure*Strongly Supports* Academic Support*Strongly Supports* Marketing & Communications Comments: I have taken classes through UMA intermittently since 2010. This spring I will graduate with a Bachelor's in Public Adminstration. The success of UMA is integral in the continued development of the residence of Maine.

## Staff

Total Staff Respondents: 56
Augusta – 30; Bangor – 7; Center – 16; Online – 1; Other-Augusta and Online – 1; Other-Multi-campus - 1
**Mission & Structure:**
*33 Strongly Support 17 Support 4 Neutral* *1 Some Concerns*  0 Do Not Support *1 No Response*
**Academic Support:**
*32 Strongly Support 14 Support 5 Neutral 3 Some Concerns*  *1 Do Not Support*  *1No Response*
**Marketing & Communications:**
*35 Strongly Support 11 Support 6 Neutral* *2 Some Concerns* \_Do Not Support *2 No Response*

### Staff in Augusta – 30 respondents, 9 with comment

1. *Strongly Supports* Mission & Structure
*Strongly Supports* Academic Support
*Strongly Supports* Marketing & Communications
Comments: What I don't know is whether or not UMA is simply taking a stand to claim its ground or does it have the support of the BoT and other campuses? I want to know that the system is behind UMA so that two years down the road, they don't decide to give it to another (larger) campus just because they've decided to push online education.
2. *Strongly Supports* Mission & Structure
*Strongly Supports* Academic Support
*Strongly Supports* Marketing & Communications
Comments: We need to keep moving forward. Reintegration will benefit centers and UMA campuses.
3. *Strongly Supports* Mission & Structure
*Strongly Supports* Academic Support
*Strongly Supports* Marketing & Communications
Comments: Great work!
4. *Supports* Mission & Structure
*Some Concerns* Academic Support
*Neutral* Marketing & Communications
Comments: Reporting to a dean with no experience in our professional field(s) has been done before with negative consequences. Please be respectful of staff's qualifications and expertise. Let's avoid a dictatorship. ANOTHER logo??
5. *Strongly Supports* Mission & Structure
*Strongly Supports* Academic Support
*Strongly Supports* Marketing & Communications
Comments: The focus on the migration of the UC content to UMA is needed along with the inventory of current websites, social media, etc. In general, the website needs significant improvement and this should be a priority. Discontinuing the use of the tagline would be an improvement - Stay Close, Go Far still fits UMA and should be brought back.
6. *Strongly Supports* Mission & Structure
*Strongly Supports* Academic Support
*Strongly Supports* Marketing & Communications
Comments: Consolidating academic support areas under one Dean/Director, including Centers, would help to align practices. Why are Registrar and Advising not included under the model? Both are classic forms of academic support so their not being included is strange - why is this?
7. *Strongly Supports* Mission & Structure
*Strongly Supports* Academic Support
*Strongly Supports* Marketing & Communications
Comments: I have always felt like I was a part of UMA and it will be nice to reemerge with a cleared ,mission and focused goals.
8. *Supports* Mission & Structure
*Supports* Academic Support
*Supports* Marketing & Communications
Comments: I feel that it has been one sided with Augusta folks needing to be inclusive, but center folks operating separate. They want to communicate with "their students" but those communications should fit into the overall communication plan.
9. *Supports* Mission & Structure
*Neutral* Academic Support
*Strongly Supports* Marketing & Communications
Comments: there appears to be much more info and specifics on the website for the marketing piece as opposed to the other two

### Staff in Bangor– 7 respondents, 3 with comment

1. *Some Concerns* Mission & Structure
*Some Concerns* Academic Support
*Some Concerns* Marketing & Communications
Comments: UMA is thinly staffed with little resources. I believe all students deserve equal access but how will this happen? Communications need to improve
2. *Strongly Supports* Mission & Structure
*Strongly Supports* Academic Support
*Strongly Supports* Marketing & Communications
Comments: Sticking with my initial feedback. Counting on the leadership to stay bold and support those trying to move UMA to be a leader in distance education.. not a follower of the pack.
3. *Strongly Supports* Mission & Structure
*Supports* Academic Support
*Strongly Supports* Marketing & Communications
Comments: Academic Support: The new position of a Dean or Director over the entire unit seems out of place, overdone and expensive. There is are capable leadership as I understand it already doing this work. Rather than paying for another high level administrator what about two or three support staff to help execute support to faculty and students? My view is our faculty and students could use every ounce of help to succeed they can get. Particularly if the goal is to grow processes and quality. Freeing faculty and students up to do more of what they are best suited to be doing, teaching and learning with world class support. Marketing & Communications: The marketing group seems to be coming together quite nicely. It seems that team is being driven by solid measurable goals. Bravo!

### Staff at Centers– 16 respondents, 7 with comment

1. *Supports* Mission & Structure
*Does not Support* Academic Support
*Supports* Marketing & Communications
Comments: The Academic Support org chart shown today that proposes how UC integrates with UMA does not to seem reflective nor aligned with the stated goals for re-emergence listed as part of the mission & structure report. The org chart also does not appear to support UMS' movement to a matrix model of governance, and in many ways seems to lock in a hierarchical model that may encourage resistance to full integration of the UC resources into UMA and the opportunity UMA has to realize the vision of being a leader in distance education. The org chart reflects a current state than a future state. The connection to a student centered focus is unclear as functions and services remain divided. The proposed structure also does not appear to address the admissions/enrollment/student counseling and advising functions at a center. It attempts to move a one-stop shop/no wrong door model into a silo-ed/stay in your own lane structure. By isolating UC services to the side in a consultant like framework, the proposed academic support org chart/structure may delay UMA's ability to integrate the centers and to grow UMA. Positions and functions appear to be duplicated with existing UMA departments and do not appear to streamline services to students. The proposed structure creates too many reporting lines (direct and dotted) to existing UMA departments. I suggest re-examining a matrix model framework that can inform how integrating UC resources and assets can support UMA's mission and vision.
2. *Strongly Supports* Mission & Structure
*Strongly Supports* Academic Support
*Some Concerns* Marketing & Communications
Comments: We find at our Center there are lots of duplication of efforts when students are contacted and often it is because of a lack of communication within the UMA community. We have call lists for a number of reasons, and they don't always seem up to date. We pride ourselves on building relationships with the students that attend our location. \* This is hard to do when we are not aware of emails, text messages or phone calls that students we reach out to receive from UMA. There may not be comments in MaineStreet, or very limited ones, and the student is frustrated that they are receiving yet another call when they may have already spoken with someone in Augusta. Having to document comments in both MaineStreet and in Target X is extremely time-consuming. We always look at comments in MaineStreet when researching the student's' account before we call them. However, no matter what the process should be, EVERYONE needs to follow it, with EVERY CONTACT for consistency purposes. \*During the forum on March 21 it was mentioned that text messages had gone out to students regarding registration. A great idea, but that was the first time we were aware of it here and we are getting ready to call students ourselves. An example of the left hand not knowing what the right hand is doing that can be easily remedied. One last thing, in order for staff to provide excellent support to our students, is it possible to extend the length of time you can be in MaineStreet before it logs you out? We are constantly having to log back in, even if we are currently in MaineStreet doing something, and this becomes quite a burden when you are in the throws of trying to assist several students who are attempting to get questions answered before class. It takes several steps before you can get back to the level you were in "Student Services Center" and it would greatly enhance our customer service if that timeout length could be extended so we don't have to constantly log back in. Thank you for your consideration of this.
3. *Strongly Supports* Mission & Structure
*Strongly Supports* Academic Support
*Strongly Supports* Marketing & Communications
Comments: I think this is going to be a lot harder than it sounds because UMA’s culture is very campus centric. Its role in distance ed is not new and yet in the last 15 + years it has failed to innovate and deliver equitable opportunities and services to students at a distance. Most staff are pretty comfortable doing what they have been doing for many years. This requires a real paradigm shift and unless top level folks are vigilant and set clear expectations, there will be no change, particularly in student service and academic services delivery. I am cautiously hopeful.
4. *Supports* Mission & Structure
*Supports* Academic Support
*Supports* Marketing & Communications
Comments: Hoping that all can & will work as one. Campus including Centers & Centers including Campus
5. *Strongly Supports* Mission & Structure
*Strongly Supports* Academic Support
*Strongly Supports* Marketing & Communications
Comments: I believe it’s very important that when referring to UMA, one knows that automatically includes the Augusta campus, Bangor campus, and all the centers. It needs to be clearer that students at the centers are just as much a part of the UMA community, as those who go to the campuses in Augusta or Bangor.
6. *Neutral* Mission & Structure
*Neutral* Academic Support
*Neutral* Marketing & Communications
Comments: Very few specifics have actually been shared with how the reintegration/reemergence of UC and UMA is going to work. I support the general idea 100%, but without knowing exactly what it means and how it works it's hard to evaluate it. I've rated all three as neutral simply because not enough specifics have been shared with us.
7. *Strongly Supports* Mission & Structure
*Strongly Supports* Academic Support
*Strongly Supports* Marketing & Communications
Comments: UMA must comprehensively embrace the needs of students and not retain the traditional Augusta-centric bias. This is more than lip service and ignored policy, this is a culture that more are coming to understand, but it means a very different culture and practice. The Academic Support structure is a start - the full scope of these activities need to be included as a shared structure for effectiveness and a true cultural change. Parallel silos need to be eliminated for this change to be as impactful and manageable as possible. The to-be Dean in this area will need to have a broad background and a creator perspective to be able to embrace the scope of technical, academic, and staff management needs that will be their reality. Facilitating change will need to remain an active focus if the needed holistic cultural change is to be realized. Thank you for taking on this process - UMA is coming alive, yet the change process must continue to be facilitated for the needed cultural shift. All worth it! Thank You!

### Staff Online – 1 respondent

1. *Supports* Mission & Structure
*Neutral* Academic Support
*Neutral* Marketing & Communications
Comments: We would really benefit from the Office of Organizational Effectiveness as we integrate our work. This is moving very fast. The direction isn't always clear, and in some cases, it's just not obvious how we're going to work together. OE could help us iron these processes out and set ourselves up for success. I also see a lot of dissonance with how people interpret end goals. For instance, the folks in charge of running meetings are also the ones who have the most to gain. When they ask a question like, "Does this work for everyone," they are often asking their own subordinates who are not in a position to openly say anything but yes to that question. Our success will be dependent on buy-in, but we can't be certain of buy-in without some neutral entity facilitating some of these discussions and implementation planning sessions.

### Staff - Other - “Multi-Campus” – 1 respondent

1. *Strongly Supports* Mission & Structure
*Strongly Supports* Academic Support
*Strongly Supports* Marketing & Communications
Comments: Faculty responsibility for Writing Center support needs to be retained (not moved to a staff role). Math tutoring needs to be available to all UMA students, not just Bangor (and to some extent Augusta); given the spotty history of providing math tutoring, this will require more upper-level admin oversight than will be necessary in currently-functioning departments. UMA has focused too much on face-to-face students; we need to reorient services and resources to have a primarily "distance" identity, with highly-responsive walk-up desks as well. Advising, library, tutoring: all of these need to be primarily distance functions that provide some degree of face-to-face support.

### Staff - Other - “Augusta and Online” – 1 respondent

1. *Supports* Mission & Structure
*Supports* Academic Support
*Strongly Supports* Marketing & Communications
Comments: The vision is great and makes sense, and the process feels rushed. This is important work. It will be important that we get it as right as possible from the beginning and that we build in opportunities to correct mistakes along the way.

## Alumni

Total Alumni Respondents: 15
Augusta – 6; Bangor – 3; Center – 2; Online – 3; Other-Out Of State - 1
**Mission & Structure:**
*7 Strongly Support 6 Support 1 Neutral* 0 Some Concerns *1 Do Not Support* 0 No Response
**Academic Support:**
*6 Strongly Support 6 Support 1 Neutral 1 Some Concerns* *1 Do Not Support* 0 No Response
**Marketing & Communications:**
*5 Strongly Support 5 Support 3 Neutral* 0 Some Concerns *1 Do Not Support*  *1 No Response*

### Alumni in Augusta – 6 respondents, 3 with comment

1. *Strongly Supports* Mission & Structure
*Supports* Academic Support
*Neutral* Marketing & Communications
Comments: UMA is doing the right thing by reaching out, keep t up.
2. *Supports* Mission & Structure
*Supports* Academic Support
*Supports* Marketing & Communications
Comments: Masters Info and Library Sciences?
3. *Supports* Mission & Structure
*Supports* Academic Support
*Supports* Marketing & Communications
Comments: MS Program / Library and Info Sciences!

### Alumni in Bangor – 3 respondents, 1 with comment

1. *Does Not Support* Mission & Structure
*Does Not Support* Academic Support
*Does Not Support* Marketing & Communications
Comments: No "reemergence" should be necessary. All of the draft goals listed are actions that the University College should be taking.

### Alumni at Centers – 2 respondents, 1 with comment

1. *Supports* Mission & Structure
*Supports* Academic Support
*Supports* Marketing & Communications
Comments: I would like to do a masters program in leadership and I haven't seen one avalible through UMA.

### Alumni Online – 3 respondents, no comment

### Alumni – Other – Out of State – 1 respondent, no comment

## Board of Visitors

### Total BOV Respondents: 3Augusta – 3

### **Mission & Structure:** *3 Strongly Support* 0 Support 0 Neutral 0 Some Concerns 0 Do Not Support 0 No Response**Academic Support:** *3 Strongly Support* 0 Support 0 Neutral 0 Some Concerns 0 Do Not Support 0 No Response**Marketing & Communications:** *2 Strongly Support 1 Support* 0 Neutral 0 Some Concerns 0 Do Not Support 0 No Response

### Board of Visitors in Augusta

1. *Strongly Supports* Mission & Structure
*Strongly Supports* Academic Support
*Strongly Supports* Marketing & Communications
Comments: UMA is at a critical crossroads in the delivery of meaningful education within the University System. Always the champion of the traditional and the non-traditional student, they have endeavored to fully promote the access of Maine students to higher education. As a graduate and continuing participant in their journey, I can attest to their commitment. Without reservation, I can state that UMA made a profound difference in any success that I have achieved. After achieving a degree from multiple campuses, UMA overwhelmingly provided the core values to stimulate my desire to go forward. In our current world, I find the diminishing quality of hope among young folks somewhat eroded. At the same time, within the staff and faculty of UMA,I .sense a commitment to perennially offer that option to those willing to act on it. Whether on campus, ITV or online ,UMA is poised to become the leading standard for higher education in Maine and the United States. As Maine goes, so goes the nation.... John V. Finnegan

*Strongly Supports* Mission & Structure
*Strongly Supports* Academic Support
*Strongly Supports* Marketing & Communications
Comments: UC is a natural extension of UMA's service delivery strategy. In this case, the unification of the two creates a sum larger and more diverse than the two individually.

## Administration

### Total Administration Respondents: 1

### Administration in Augusta

1. *Strongly Supports* Mission & Structure
*Strongly Supports* Academic Support
*Strongly Supports* Marketing & Communications
Comments: UMA and UC have functioned as a team for years. Let's make it official. We don't need to overlap resources.

## Bangor Advisory Council

### Total Bangor Advisory Council Respondents: 1

### Bangor Advisory Council in Bangor

1. *Strongly Supports* Mission & Structure
*Strongly Supports* Academic Support
*Strongly Supports* Marketing & Communications
Comments: I like the Vision and Actions. My concern is the implementation, and I'd like to see everyone in the University be connected to the implementation. Unless everyone's job is affected by the change, and everyone is expected to be part of the change implementation may not as successful as it could be. I'm happy to share some work I did for another university in the area. david@wardgreengroup.com