

College of Liberal Arts and Sciences

STEVENS

HALL



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Dean's Message



The University of Maine aspires to be the most distinctively student-centered and community-engaged of the American Research Universities.* At the heart of UMaine, the College of Liberal Arts and Sciences will play a central role in realizing the Blue Sky Vision. The faculty, staff and administration of the college have worked together over the past year to create a vision that will guide our development during the next five years. Through an iterative process, the college's departments and programs worked with the Dean's office to develop a strategic plan that will move us toward our vision. The College of Liberal Arts and Sciences' plan is both ambitious and practical. It will be a crucial resource to me as I lead the college in the coming years. While our plan is public, it is by no means finalized. The short-term actions are first steps. The completion of each step will set the stage for the next as we approach our aspirations. Like any great venture, the probability of success will depend on the involvement of team players, collaborators, allies and supporters. I hope you will work with me to achieve our goals.

A handwritten signature in black ink, appearing to read "Jeffrey E. Hecker". The signature is fluid and cursive, written over a light-colored background.

Jeffrey E. Hecker
Dean
January 14, 2013

*The Blue Sky Vision



Mission Statement

(Accepted by CLAS Faculty April 25, 1997)

As the largest and most diverse college within the University of Maine, the College of Liberal Arts and Sciences provides an intellectual, scientific and cultural center for the university and serves as a primary educational resource for the region and the state.

The college cultivates a well-informed citizenry by providing all undergraduate students broadly-based educational opportunities focusing on active and critical inquiry, appreciation of the diverse cultural and aesthetic heritage of humankind, recognition of the challenges facing the global society of today and understanding of the natural world of which we are a part. The college honors the goal of a liberal arts education: namely, the development of well-rounded, ethical individuals who have the knowledge and the communication and analytical skills that are the necessary foundation for productive professional and personal lives.

To this end, the college offers a program of studies that will build a solid foundation of knowledge in the liberal arts areas: humanities, visual and performing arts, social and behavioral sciences, mathematics and computer science, physical sciences and a range of programs that transcend disciplinary boundaries. The college is also the home to several institutes and centers that deepen our understanding of cultures in Maine and abroad.

Faculty are committed to active scholarship in teaching and research, providing graduate and undergraduate students with valuable opportunities to engage in research alongside faculty and to participate in the creation of new knowledge. The college provides advanced training and qualifications in a variety of fields, preparing graduate students for further research and professional training.

The college seeks to promote the values of excellence in education, free inquiry and expression, social responsibility, ethical behavior, appreciation of differences, and a joy of learning about the world around us.

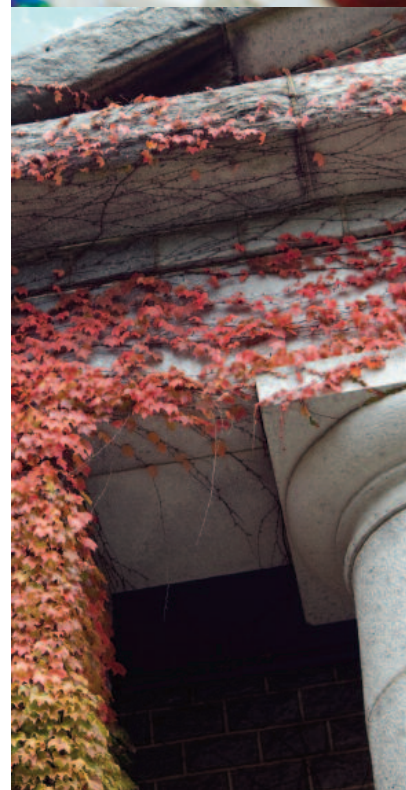
Vision Statement

The College of Liberal Arts and Sciences aspires to offer the most in-depth, diverse and challenging liberal arts education at an American research university, while cultivating a student-centered and community-engaged campus environment, inspiring *learning that lasts a lifetime*.

We aspire to be the premier liberal arts and sciences college based in an American research university, a destination for undergraduate and graduate students seeking a liberal arts and sciences education and a gateway to global opportunities for the community at large. We will lead in cultural, technological and scientific educational programs that prepare students to meet the challenges of the 21st century by teaching creative thinking, critical inquiry, and deep cultural awareness. Our students will gain a rich sense of the importance of the liberal arts and sciences in stimulating creativity and innovation, skills central to actively participating in the economic, environmental, cultural, and social well-being of Maine, New England, the nation and the international community.

At the Heart of the University

Our faculty and students will be knowledge creators, engaged in substantive research and creative work and recognized for their contributions to the arts, humanities, social sciences and sciences. Opportunities for students to participate with faculty in research and creative activities will increase. Community involvement and service learning as key components of the educational experience will grow. We will enhance the international dimension of a liberal arts and sciences education, stimulate and inform cross-cultural dialogue and awareness of global issues, and prepare students to link Maine with the global economy and to contribute to the resolution of global problems. Our graduates will be engaged and insightful citizens who enhance the quality of life in Maine by creating imaginative approaches to economic and cultural development, taking social and political leadership roles, and valuing nature and the arts. The positive experience that students will have, and the supportive faculty they encounter, many of whom are internationally recognized leaders in their fields, will inspire an enduring love of learning and motivate them to remain actively engaged throughout their lives.





Goal: Grow

As the Blue Sky project advances, enrollment in the College of Liberal Arts and Sciences will increase by as much as 33 percent. We will proudly help as many as 4,000 undergraduate and graduate students achieve their educational goals. We will achieve this through a multipronged approach: by strategically investing in our faculty, by rewarding pedagogical innovation and teaching excellence, by building communication and research bridges between students, faculty and the community, by growing degree programs, and by increasing funded research.

Strategy: Grow the number of faculty and students

Short-Term Action: Develop a model for sustainable growth of students and faculty

- By May 2013, conduct a Capacity Analysis of student enrollment for all college degree programs and foundational courses
- By September 2013, in collaboration with the Provost's Office, develop a plan for faculty growth needed to realize Blue Sky student-enrollment goals

Strategy: Provide innovative advising to support recruitment, retention and graduation

Short-Term Action: Create and implement a plan for advising students at risk, including transfer, probationary and undecided students

- By February 2013, implement an Advising Center in conjunction with the Student Services division of the college
- By September 2013, the Coordinator of the Advising Center will develop a plan to coordinate services with other student support services on campus including Disability Services, Career Center, Native American Programs, Multicultural Programs, Residential Life, Counseling Center and others

Strategy: Develop innovative degree programs that take advantage of existing strengths and interdisciplinary opportunities

Action: Support development of new degree programs through strategic allocation of college resources





Goal: Create

The faculty of the College of Liberal Arts and Sciences are dedicated researchers, scholars and creative artists whose work is recognized by academic peers at home and abroad. Enhancing the research and creative achievement of the faculty is central to success. The college will support and strengthen both disciplinary and interdisciplinary academic work through increased financial support and by increasing opportunities for collaborative research and creative activities.

Strategy: Increase support for the diverse scholarship activities within the college

Short-Term Action: Develop language and rubrics that better measure the broad scholarly, intellectual and creative activity represented in the college

- By February 2013, create a task force to analyze the language and rubrics used to measure scholarly and creative activity represented in the college
- By April 2014, the task force will present language and rubrics to better measure the broad scholarly and creative activity represented in the college

Short-Term Action: Create and implement programs that foster faculty scholarship activities

- By May 2013, the college's Technology Committee will help develop a pilot program to promote and support faculty in integrating emerging media technologies into their research programs
- By September 2013, inventory and evaluate the current programs that provide support for faculty engagement in research and creative activities
- Through May 2014, continue to support the University of Maine Humanities Initiative and assess progress toward building Humanities Center endowment

Strategy: Increase collaboration with other units across campus to facilitate interdisciplinary interaction to promote thematic and problem-oriented scholarship and learning

Short-Term Action: Provide leadership for interdisciplinary interactions to work toward common goals

- By October 2013, create a semiannual college forum on thematic, interdisciplinary topics for the broader campus community
- By December 2013, create a program to support working/learning groups on thematic, interdisciplinary topics
- By December 2013, the college's Technology Committee will work with the technology committees from other colleges to advance collaborative efforts and encourage innovation across disciplines



Goal: Engage

Students in the College of Liberal Arts and Sciences will be active learners who engage in the myriad of opportunities available at a world-class research university. The college will support student engagement in research and creative activities, challenge faculty to innovate pedagogies, and foster new avenues for students to grapple with cultures, perspectives and traditions that are different from their own.

Strategy: Provide rich active learning experiences for all undergraduates

Short-Term Action: Create and implement programs that support students engaged in research and creative activities

- By May 2013, work with the Provost's Office to plan for a sustainable and vibrant Center for Undergraduate Research
- By September 2013, inventory and assess the current programs that provide support for undergraduates engaged in research and creative activities





Short-Term Action: Develop mechanisms to support innovative pedagogies

- By May 2013, the college's Technology Committee will help develop a pilot program to promote and support faculty in integrating emerging media technologies into teaching
- By October 2013, in collaboration with the Provost's Office, implement campus-based course management tools that link assessment, tutoring, and identification of at-risk students for high-enrollment undergraduate courses

Strategy: Increase students' understanding of diverse perspectives and the broadly defined human condition through new programs, activities, and curricula



Short-Term Action: Create and implement a plan for increasing students' understanding of diverse perspectives

- By February 2013, re-envision the Women's Studies program to include broader representation of gender and sexuality topics
- By May 2013, organize a follow-up meeting of Cultures and Languages Across the Curriculum (CLAC) workshop participants to plan next steps
- By May 2013, re-envision the International Affairs program, exploring and including partnerships across campus
- By May 2014, in collaboration with the Provost's Office, develop a curriculum to prepare international students for enrollment in one or more of the college's majors
- By August 2014, integrate the Franco-American Centre and the Franco American Studies program into a single unit that includes curricular, research, student development and outreach in its mission
- Support the continued integration of the Wabanaki Center and Native American Studies into a single unit (Native American Programs) that encompasses student development, curricula, research and outreach based on the needs and aspirations of the Wabanaki



Goal: Connect

As the liberal arts and sciences college within the state's only Land and Sea Grant university, the college has a responsibility to serve the people of Maine. By growing a culture of continuous engagement with community partners, the College of Liberal Arts and Sciences will help to improve the quality of life for Maine citizens and provide students with opportunities to learn through service and civic engagement.

Strategy: Foster community and civic engagement

Short-Term Action: Create mechanisms that support and reward faculty, staff and student community and civic engagement

- By March 2013, identify a faculty member to serve as coordinator for community engagement activities
- By May 2013, work with the Humanities Initiative to provide incentives for faculty to engage with humanities programs and agencies throughout the state
- By December 2013, the Community Engagement Coordinator and Dean's Office will work with the Development Office to develop a campaign to support community engagement activities

Strategy: Engage students and alumni in accomplishing our mission and vision as part of their lifelong passion

Short-Term Action: Actively participate in campus community and civic engagement opportunities

- By May 2013, develop a publication venue to collect and broadly disseminate student and alumni research and creative works
- By December 2013, the Community Engagement Coordinator will create mechanisms to connect with current community and civic engagement units on campus, such as the Bodwell Center and Career Center
- By May 2014, each department will work in consultation with the Community Engagement Coordinator to assess their activities and develop a plan to increase community engagement and service learning opportunities

Strategy: Engage with alumni and the community

Short-Term Action: Inform alumni and the community about faculty and student activities and accomplishments





- By February 2013, create a quarterly CLAS Newsletter for alumni and the community that profiles scholarly activity and invites alumni engagement
- By May 2013 convene a statewide summit on the humanities including other colleges and universities as well as public and private humanities agencies
- By October 2013, each department will assess its activities and develop a plan for alumni engagement
- Continue to produce annual Capstone publication

Strategy: Develop and manage outreach initiatives that connect the skills, proficiencies and professional capacities of faculty and graduates with the demands and needs of commercial, business, government and creative professionals in Maine and beyond

Short-Term Action: Build direct connections between CLAS researchers and community leaders on important subjects of mutual interest

- By January 2014, form a committee to collaborate with the Division of Marketing and Communications to create short, informative talks by researchers and community leaders focused on a particular theme
- Support development of programs that link the college to the community

Short-Term Action: Provide opportunities for faculty and students to experience Maine businesses, organizations and institutions firsthand

- By May 2014, each department will work in consultation with the Community Engagement Coordinator to assess its activities and develop a plan for connecting students to commercial, government, business and/or creative professionals

Short-Term Action: Build relationships with organizations that support the value of “learning that lasts a lifetime”

- By May 2013, engage with Senior Colleges to explore avenues for collaboration



Action Items Time Frame

- Ongoing** Support development of new degree programs through strategic allocation of college resources
- Support the continued integration of the Wabanaki Center and Native American Studies into a single unit (Native American Programs) that encompasses student development, curricula, research and outreach based on the needs and aspirations of the Wabanaki
 - Continue to produce annual Capstone publication
 - Support development of programs that link the college to the community
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- February 2013** Implement an Advising Center in conjunction with the Student Services division of the college
- Create a task force to analyze the language and rubrics used to measure scholarly and creative activity represented in the college
 - Re-envision the Women's Studies program to include broader representation of gender and sexuality topics
 - Create a quarterly CLAS newsletter for alumni and the community that profiles scholarly activity and invites alumni engagement
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- March 2013** Identify a faculty member to serve as coordinator for community engagement activities
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- May 2013** Conduct a Capacity Analysis of student enrollment for all college degree programs and foundational courses
- The college's Technology Committee will help develop a pilot program to promote and support faculty in integrating emerging media technologies into their research programs
 - The college's Technology Committee will help develop a pilot program to promote and support faculty in integrating emerging media technologies into teaching
 - Work with the Provost's Office to plan for a sustainable and vibrant Center for Undergraduate Research
 - Organize a follow-up meeting of Cultures and Languages Across the Curriculum (CLAC) workshop participants to plan next steps
 - Re-envision the International Affairs program, exploring and including partnerships across campus
 - Work with the Humanities Initiative to provide incentives for faculty to engage with humanities programs and agencies throughout the state
 - Develop a publication venue to collect and broadly disseminate student and alumni research and creative works
 - Convene a statewide summit on the humanities including other colleges and universities as well as public and private humanities agencies
 - Engage with Senior Colleges to explore avenues for collaboration

September 2013 In collaboration with the Provost's Office, develop a plan for faculty growth needed to realize Blue Sky student enrollment goals

Coordinator of Advising Center will develop a plan to coordinate services with other student support services on campus including Disability Services, Career Center, Native American Programs, Multicultural Programs, Residential Life, Counseling Center and others

Inventory and evaluate the current programs that provide support for faculty engagement in research and creative activities

Inventory and assess the current programs that provide support for undergraduates engaged in research and creative activities

October 2013 Create a semiannual college forum on thematic, interdisciplinary topics for the broader campus community

In collaboration with the Provost's Office, implement campus-based course management tools that link assessment, tutoring, and identification of at-risk students for high enrollment undergraduate courses

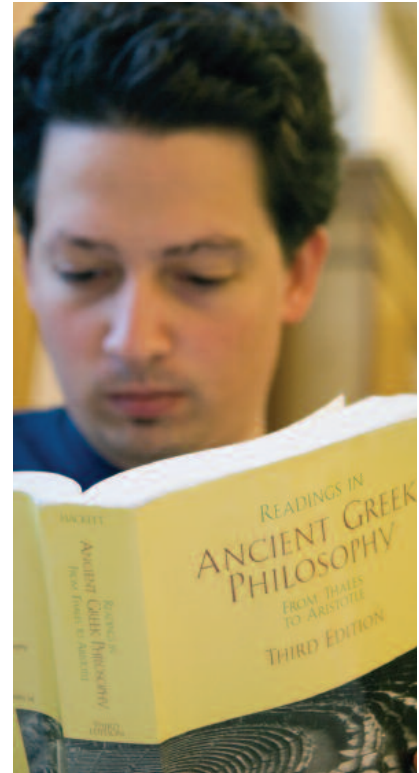
Each department will assess its activities and develop a plan for alumni engagement

December 2013 Create a program to support working/learning groups on thematic, interdisciplinary topics

Form a working group to explore ways to support and enhance interdisciplinary collaboration

The college's Technology Committee will work with the technology committees from other colleges to advance collaborative efforts and encourage innovation across disciplines

The Community Engagement Coordinator and Dean's Office will work with the Development Office to develop a campaign to support community engagement activities



Action Items Timeframe continued



December 2013 The Community Engagement Coordinator will create mechanisms to connect with current community and civic engagement units on campus, such as the Bodwell Center and Career Center

January 2014 Form a committee to collaborate with the Division of Marketing and Communications to create short, informative talks by researchers and community leaders focused on a particular theme

April 2014. Task force will present language and rubrics to better measure the broad scholarly and creative activity represented in the college

May 2014 Continue support of the University of Maine Humanities Initiative and assess progress toward building Humanities Center endowment

In collaboration with the Provost's Office, develop a curriculum to prepare international students for enrollment in one or more of the college's majors

Each department will work in consultation with the Community Engagement Coordinator to assess their activities and develop a plan to increase community engagement and service learning opportunities

Each department will work in consultation with the Community Engagement Coordinator to assess its activities and develop a plan for connecting students to commercial, government, business and/or creative professionals

August 2014. Integrate the Franco-American Centre and the Franco American Studies program into a single unit that includes curricular, research, student development and outreach in its mission



Strategic Plan Development

- January 10, 2010** The Dean's Action Plan was distributed to faculty, indicating five action items for college focus and growth during this time of rapid UMaine transition.
- November 21, 2011** At the CLAS Faculty Meeting, Dean Hecker outlined current outcomes and results of the Dean's Action Plan, summarized the current process of the UMaine Strategic Plan, and introduced the planning process for the CLAS Strategic Plan and each CLAS department and unit strategic plan that will align with the UMaine Strategic Plan. The planning process was modified based upon faculty input.
- February 20, 2012** At the CLAS Faculty Meeting, Dean Hecker discussed goals and characteristics of the CLAS Strategic Plan, which were to be consistent with the UMaine Strategic Plan, realistic with respect to budget, and include measurable benchmarks and outcomes. Dean Hecker also discussed development of strategic plans for each CLAS department and unit.
- April 9, 2012** Strategic planning is the focus of the Dean's Advisory Council meeting.
- April 16, 2012** At the CLAS Faculty Meeting, Dean Hecker discussed CLAS Strategic Plan preparation and goals, and development of strategic plans for each department and unit.
- August 6, 2012** Dean Hecker gave chairs and directors the assignment to read the Blue Sky plan, reflect on how their unit fits in, and reflect on CLAS' role in realizing the Blue Sky vision.
- August 23, 2012** At the Annual Administrative Retreat, consultant Laurie Bouchard led a half-day workshop on developing a vision for CLAS and strategic planning.
- August 24 –
September 3, 2012** Consultant L. Bouchard drafted a vision statement based on workshop discussion results.
- September 4, 2012** The CLAS Strategic Plan website went live with a message from the dean, CLAS Strategic Plan timeline and process, draft vision statement, list of Strategic Plan working group members, and link to provide comment and input.
- Dean Hecker sent a message to CLAS faculty and staff that included information about the strategic plan, location of the CLAS Strategic Plan website, with invitation to comment on the plan and process.

September 4 –

September 16, 2012 . . . Open window on the CLAS Strategic Plan website for faculty and staff to provide input on the draft vision statement and strategies/action plans for the college strategic plan.

September 11, 2012 . . . At the CLAS Administrative Group meeting, Dean Hecker provided follow-up discussion of the Administrative Retreat and visioning workshop.

September 17, 2012 . . . Consultant L. Bouchard met with the CLAS Strategic Plan working group for a half-day workshop on developing goals, strategies, and action items.

The CLAS strategic planning process and timeline were discussed at the CLAS Faculty Meeting.

September 18 –

October 12, 2012 CLAS Strategic Plan working group revised the vision statement and outlined first draft of the strategic plan.

October 12, 2012 The CLAS Strategic Plan working group sent a draft strategic plan to Dean Hecker.

October 15, 2012 The draft CLAS Strategic Plan was discussed at the CLAS faculty meeting.

October 22, 2012 The CLAS Administrative Group provided draft department and unit vision statements and strategic plan outlines to Dean Hecker.

At the CLAS Administrative Group meeting, Dean Hecker discussed the status of the CLAS Strategic Plan as well as the status of the department and unit strategic plans.

October 29, 2012 Dean Hecker sent the draft CLAS Strategic Plan to all CLAS faculty and staff asking for input on the plan.

October 29 –

November 12, 2012 . . . Open window on the CLAS Strategic Plan website for faculty and staff to provide input on the draft strategic plan.

November 12, 2012 . . . Dean's Advisory Council provides Dean Hecker with feedback on the draft strategic plan.

November 13, 2012 . . . At the Administrative Group meeting, Dean Hecker discussed the status of the CLAS Strategic Plan as well as the status of the department and unit strategic plans.

Draft department and unit strategic plans were due to the Dean's Office.

November 12-26, 2012 . . The Dean's Office revised the draft strategic plan.



November 26, 2012 . . . Dean Hecker sent the Penultimate CLAS Strategic Plan sent to CLAS faculty and staff in text form.

Dean Hecker provided comments on their strategic plans to each department and unit.

December 7, 2012 Final edits are made based upon feedback on the Penultimate CLAS Strategic Plan.

December 10, 2012 Dean Hecker reviewed the CLAS Strategic Plan with Provost Hunter.

January 14, 2013 Department strategic plans due to the Dean's Office.

The CLAS Strategic Plan goes online, print version is distributed.



Participants in Strategic Planning Process

College faculty, staff and administrators provided input into the strategic plan at faculty meetings, through the web-portal, via email, and in conversations with Dean Hecker. In addition, the following groups played important roles in the development of the plan.

Strategic Plan Working Group

Amy Blackstone, Sociology (department chair)
Brian Frederick, Chemistry (faculty)
Andy Mauery, Art (faculty)
Jennifer Moxley, English (faculty)
Rich Powell, Political Science (faculty)
Kristin Sobolik, Dean's Office (associate dean)
Michael Wittman, Physics and Astronomy (faculty)
Greg Zaro, Anthropology (faculty)

Participants in the Visioning Workshop led by Consultant Laurie Bouchard

Francois Amar, Chemistry
David Batuski, Physics and Astronomy
Amy Blackstone, Sociology
Richard Brucher, English
Howard Cody, International Affairs
Timothy Cole, Associate Dean
Steven Evans, National Poetry Foundation
Robert Franzosa, Mathematics and Statistics
Michael Grillo, Art
William Halteman, Mathematics and Statistics
Jeffrey Hecker, Dean
Stephen Hornsby, Canadian-American Center
Richard Judd, History
Roger King, Philosophy
Larry Latour, New Media
Pauleena MacDougall, Maine Folklife Center
Chris Mares, Intensive English Institute
Tom Mikotowicz, Theatre
Eric Peterson, Communication and Journalism
Susan Pinette, Franco American Studies
Darren Ranco, Native American Programs
Michael Robbins, Psychology
Greg Zaro, Anthropology
Ann Schonberger, Women's Studies
Jane Smith, Modern Languages and Classics
Kristin Sobolik, Associate Dean
James Warhola, Political Science
Beth Wiemann, Music
Michael Worboys, Computing and Information Science

Dean's Advisory Council

Arthur Comstock
(Banker, retired)
Stephane Cotsirilos
(Senior Consultant, Starboard
Leadership Consulting LLC)
Tom DeMarco
(Principal, Atlantic Systems Guild Inc.)
Deborah Dutton
(Vice President for Advancement,
University of New Hampshire)
John Long
(Physician, retired)
Ellen Pope
(Vice President & Chief Operating
Officer, Maine Community Foundation
Inc.)
Matthew Walsh
(President/CEU, University Credit
Union)





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**College of Liberal
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5774 Stevens Hall
Orono, ME 04469-5774**



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