



Opening Statement
Maine Maritime Academy Town Hall Meeting
Dr. William J. Brennan
President
March 27, 2018

In my April 2011 State of the Academy Report, I laid out a plan and presented a number of themes that have guided me and you over the past several years as we have worked to make this a modern college, and a more diverse community.

Together we have developed a decision-coordination process that allows for transparent review of planning, programming, budgeting and execution.. We now have in place a system of guidelines and procedures that provide consistency and ensure effective utilization of resources. And, we have worked collaboratively to align programs with the institution's vision and mission statements.

Most recently, we have worked strategically across divisions and departments to develop rigorous plans for the future. Overarching strategic goals for the Academy, established by the Board of Trustees, have been embraced by stakeholders throughout our community. We have undertaken a shared responsibility for reaching those goals through division objectives and attendant action steps towards measurable outcomes.

It has given me a great sense of pride to witness the depth of community involvement in planning for the future, to see our stakeholders embrace the opportunity to participate in a way that is critical to the welfare of the institution, and to realize a shared vision of who we are and what we envision we can become. I thank the College Advisory Team for its leadership and applaud each and every one of you whose dedication led us to arrive at a plan for the future of the Academy.

In a couple of minutes, I will turn the podium over to each of the vice presidents to give you an update on the progress they've made to prioritize objectives and to start working on those priorities within their divisions.

But, before we delve into those details, I want to focus on a couple of significant discoveries that have come from our collective work on strategic planning and goal-setting so far.

In the course of our discovery together, we arrived at the recognition that we need to help our students now and into the future to overcome the ever-increasing cost of their education. We know that the regulatory demands upon our graduates are great, and require that their education continue beyond obtaining a license and/or degree, and in more complex ways than in the past. And we realize that the places that we acknowledge as important for the delivery of our services are in need of repair, restoration and renovation.

An affordable education for all, including students of limited means, is a goal we have all embraced. But it is clear that in a world of ever-increasing costs, identifying the means of mitigating the cost of our education requires creativity and it requires philanthropy. A creative approach has been identified and I'll address that in a minute, but a philanthropic approach is more challenging and will require a concerted effort by our advancement team and by our Board of Trustees to encourage our alumni and others who believe in the value of our mission to support us financially. I envision this not as business-as-usual fundraising to gradually build our endowment, but rather a more 'all-in,' campaign-like approach to securing the funds necessary through refined fundraising and development efforts to endow scholarships for future students, thus enabling us to effectively advance the institution.

Over the past several years, as we've become more adept at preparing to confront change while keeping the institution true to its mission, we have identified ways to take advantage of new opportunities. Given that many graduates of the Academy by the very nature of their employment, are in need of additional training and education and are operating in very remote physical environments, we are acutely aware of the role we can and, frankly, should play in helping our graduates advance their careers through credentialing, certification and professional development. This portends growth opportunities for the institution that can be tapped as a source of new revenue. More importantly, however, it presents professional development opportunities for our graduates and it represents a means of enhancing and advancing our continuing education outreach to a broader community.

We are preparing to move forward with the construction of the Maine Maritime Academy Firefighting Training Facility, a first step and a significant component of extended career related training for professional mariners. This initiative is part of a multi-phase approach to the development of an ancillary source of revenue to support the operational cost of the institution, thereby lowering the budgetary reliance upon tuition, lowering the cost of attendance for students in the future, and fulfilling one of the goals I presented in the 2011 State of the Academy report.

The opportunity that we recognized, and that we're taking advantage of, are the new Standards of Training, Certification and Watchstanding (STCW) rules imposed on all mariners. The experience we gained offering the so-called STCW Gap courses through the Continuing Education Department, fostered a decision to broaden our institutional capacity to meet regulatory and industry-sector demands for a more highly trained, certified and credentialed mariner.

I know that many of you are aware that we initially explored the possibility of several sites in the State of Maine for their suitability to support a training facility, considering cost, locations and availability. One site that emerged as particularly attractive was a parcel of land within the former Verso paper mill in Bucksport. Working with the Board of Trustees, we conducted various financial analyses and concluded that the preferred approach to the development of the facility is a phased approach utilizing land the Academy owns in Penobscot. Over time, we look to expansion of the simulator center in the BIW Building, the construction of a Helicopter Underwater Evacuation Trainer (HUET) and a number of other technology simulators and

trainers to fully serve the certification requirements of the professional mariner, as well as the redevelopment of portions of the waterfront to support a lifeboat training facility.

We anticipate a ground breaking ceremony, perhaps in association with the Board of Trustees meeting in May and, an organizational change to take place in that time frame. Specifically, the Center will come under the Dean of Maritime Training. That position will no longer have the dual responsibility as Commandant of Midshipmen, but instead the Commandant will report to the Dean of Maritime Training. In the near future, we will seek to hire a new Commandant. We also anticipate a conceptual re-establishment of the Continuing Education Department as a component of what we now refer to as the Center for Professional Mariner Development (CPMD) and we intend to seek an Operations Manager for the new Center.

So then, through both a concerted, far-reaching fundraising approach and a revenue-generating Center for Professional Mariner Development, both which will be implemented in phases, we will set the financial foundation for achieving our priority goals and objectives. Many of those objectives have been addressed as I mentioned previously by all of you through our strategic planning process and so in a minute I'll ask the Vice Presidents to talk about their issue areas. When they are done, I'll be pleased to answer any question you have about what I've addressed here or any other matter of interest to you.