

MAINE STATE LEGISLATURE

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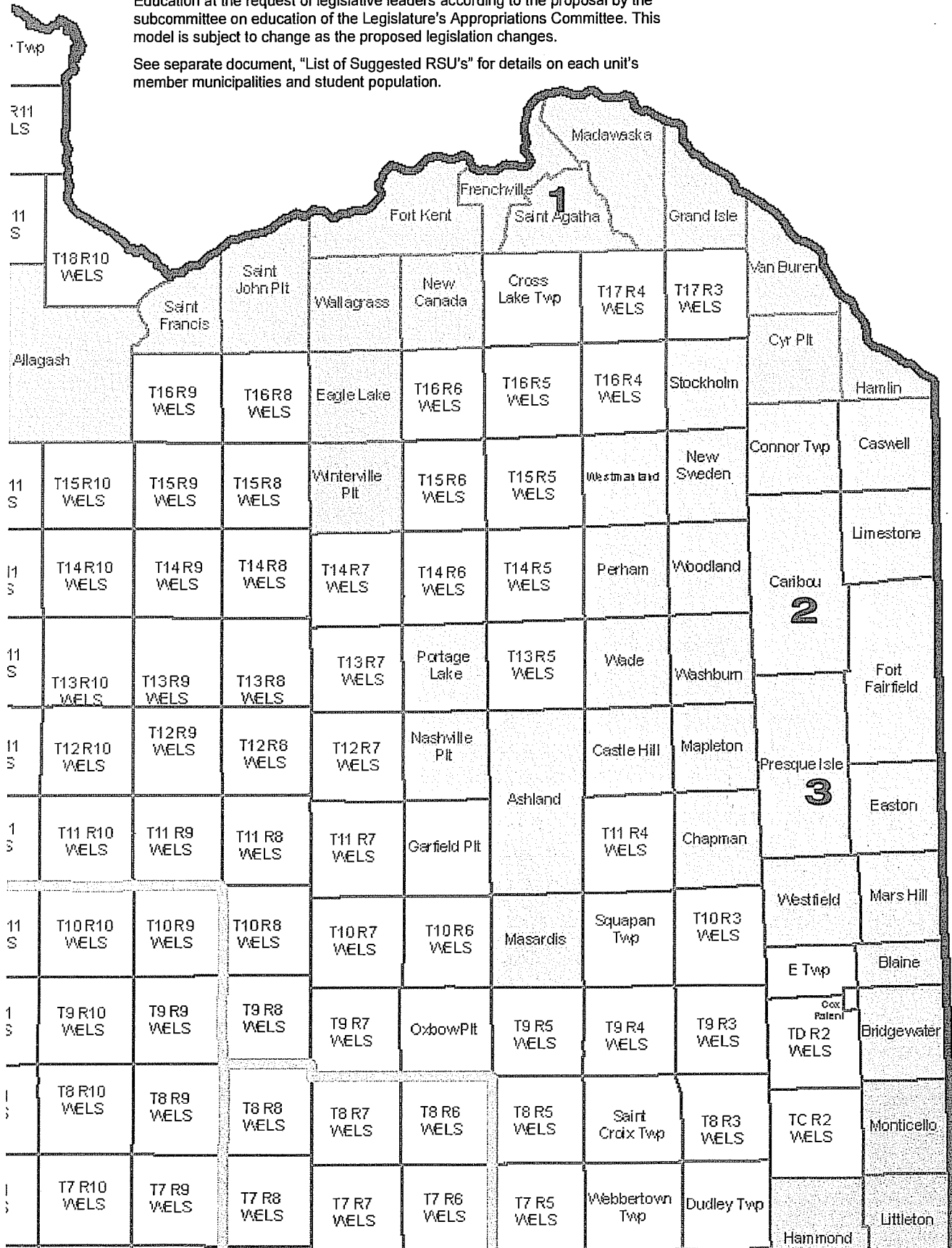
Map #1

Regional School Units #1, #2, #3

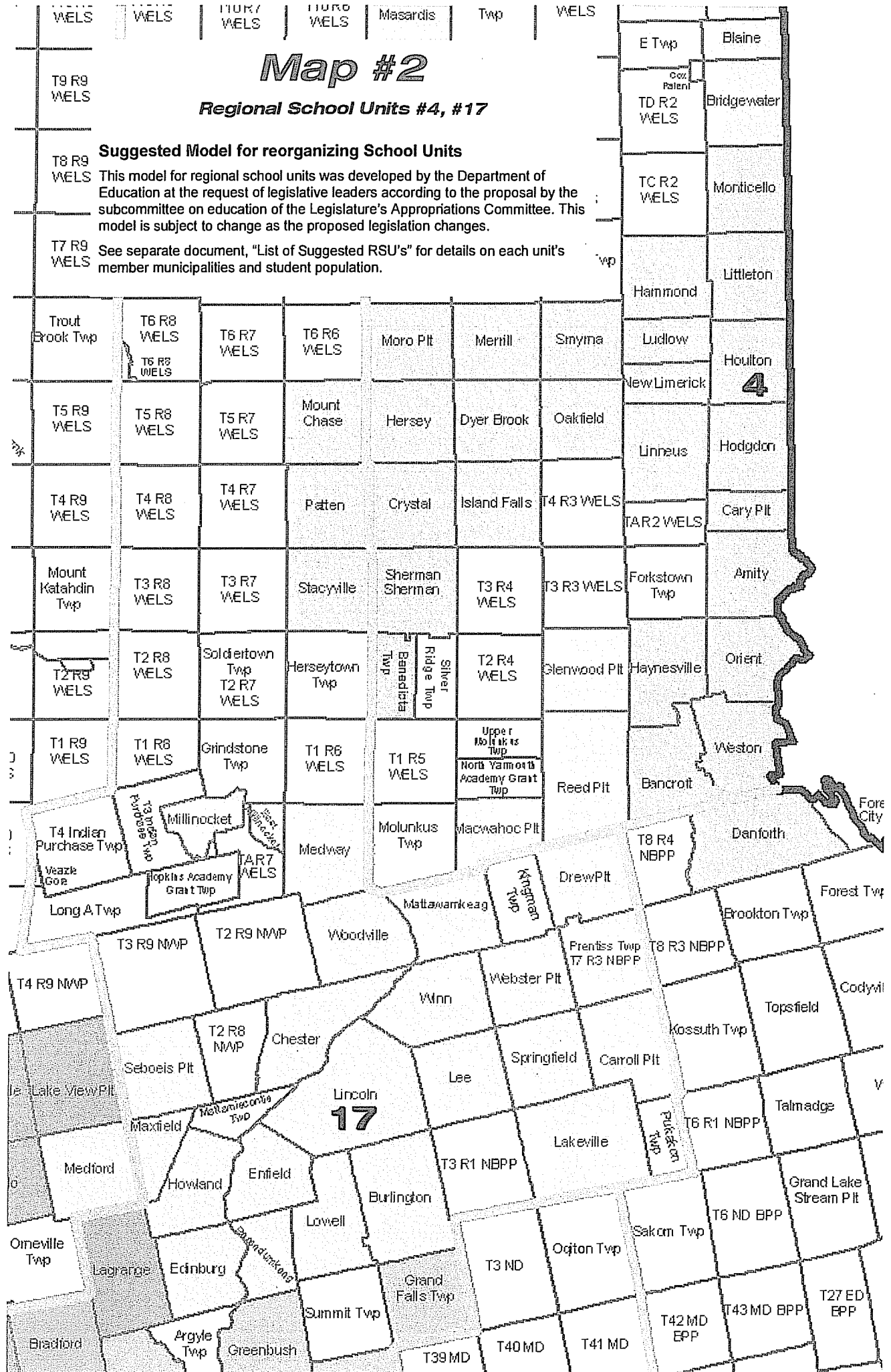
Suggested Model for reorganizing School Units

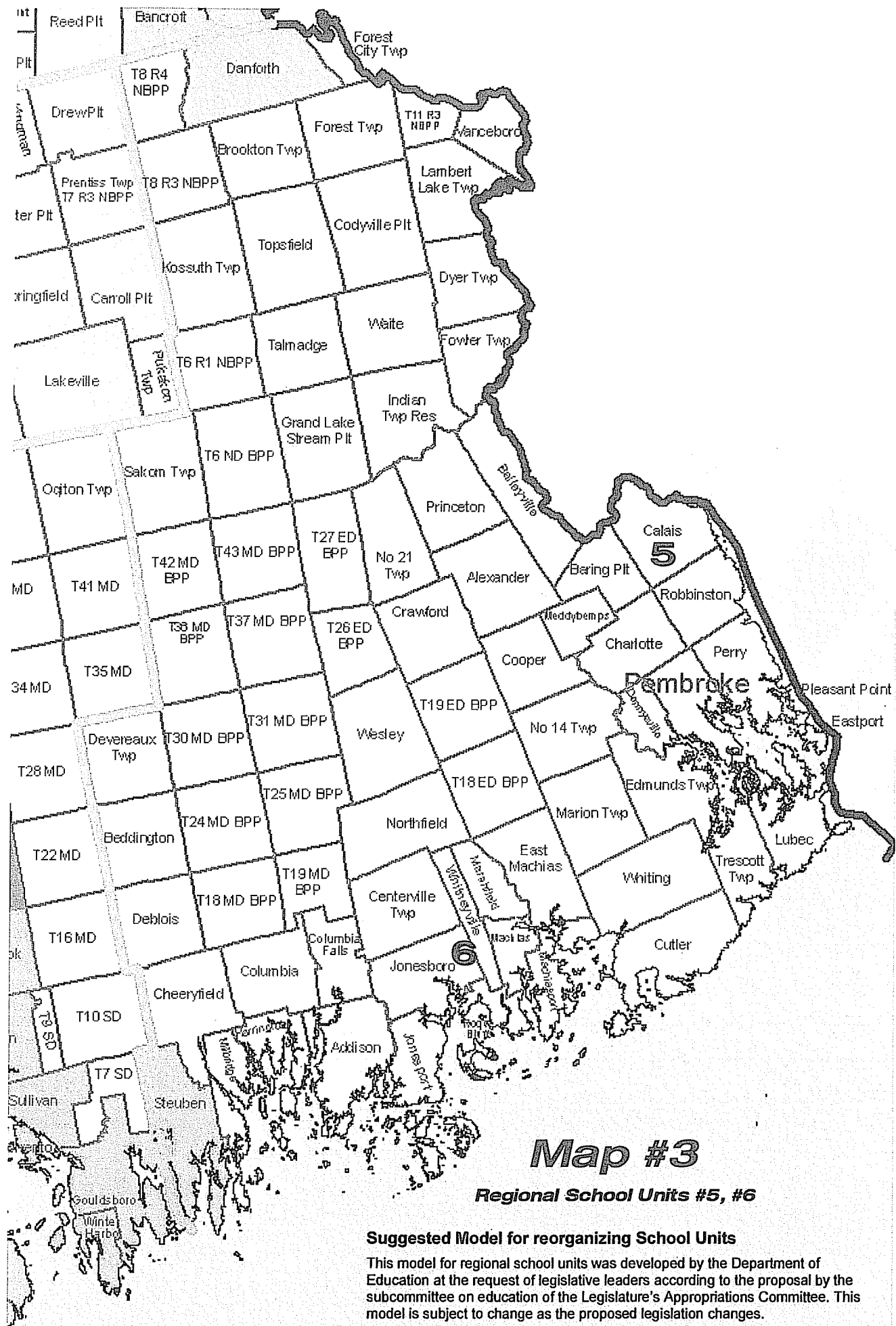
This model for regional school units was developed by the Department of Education at the request of legislative leaders according to the proposal by the subcommittee on education of the Legislature's Appropriations Committee. This model is subject to change as the proposed legislation changes.

See separate document, "List of Suggested RSU's" for details on each unit's member municipalities and student population.



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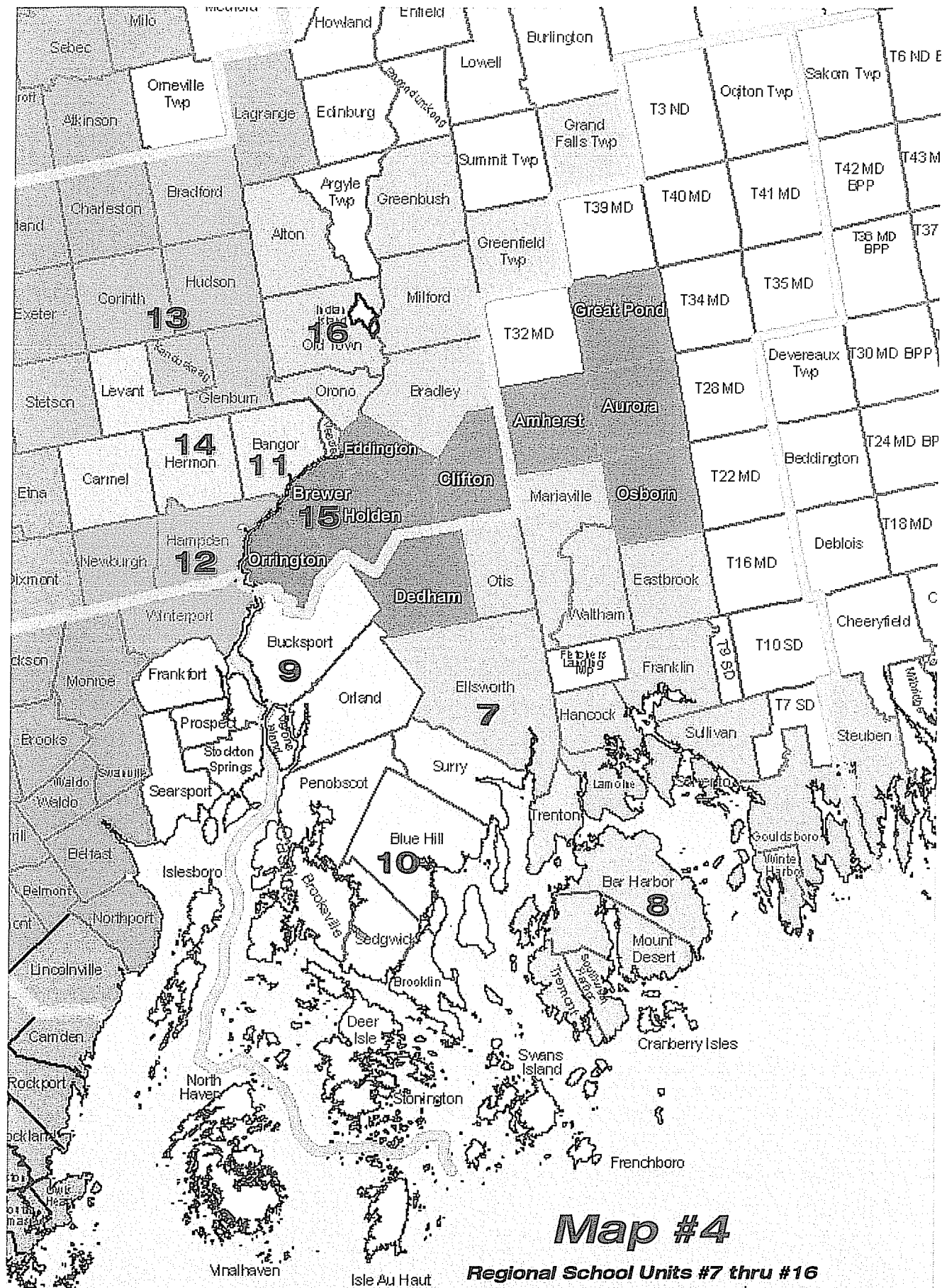
Map #3

Regional School Units #5, #6

Suggested Model for reorganizing School Units

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Map #4

Regional School Units #7 thru #16

Suggested Model for reorganizing School Units

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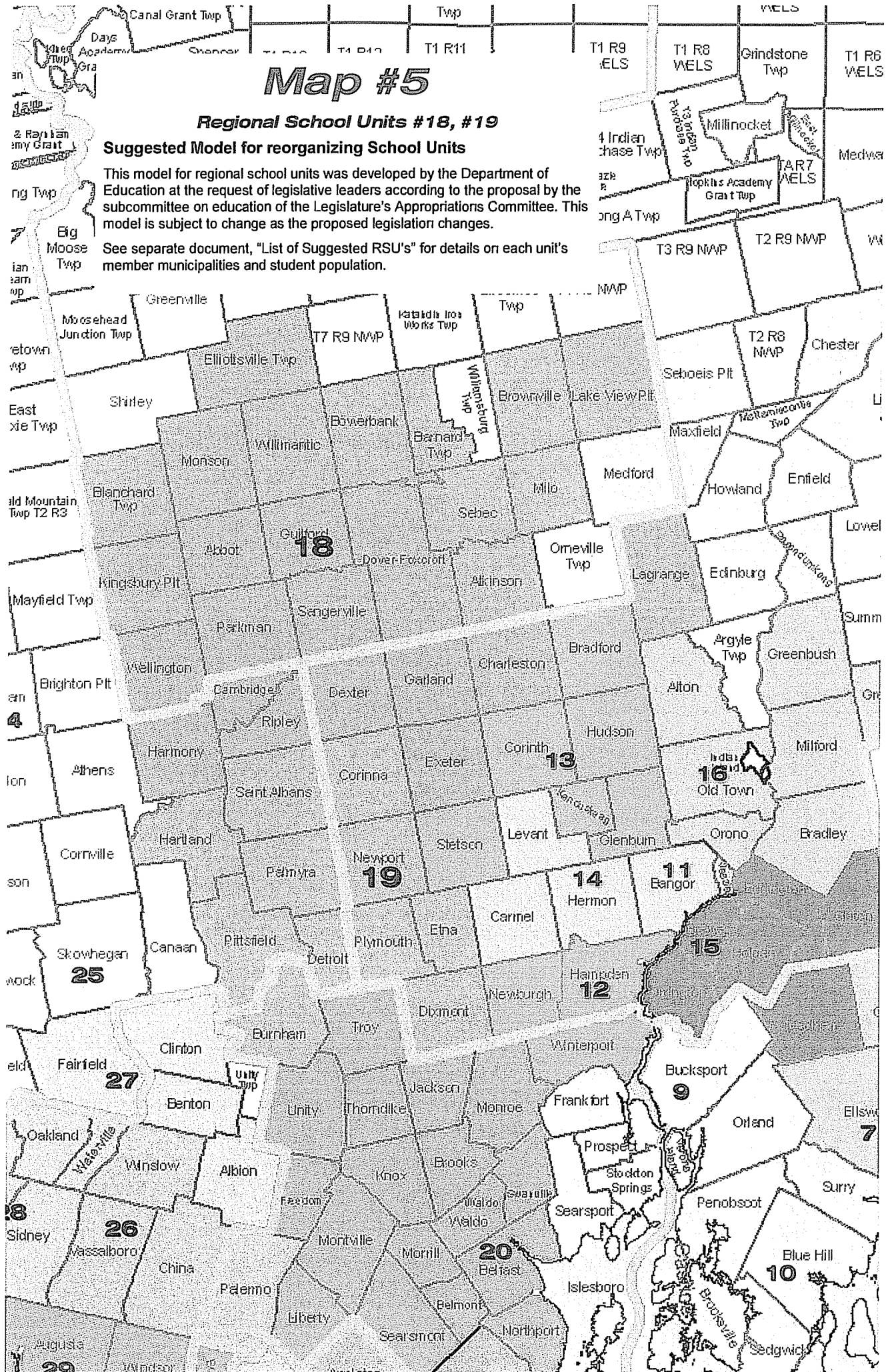
Map #5

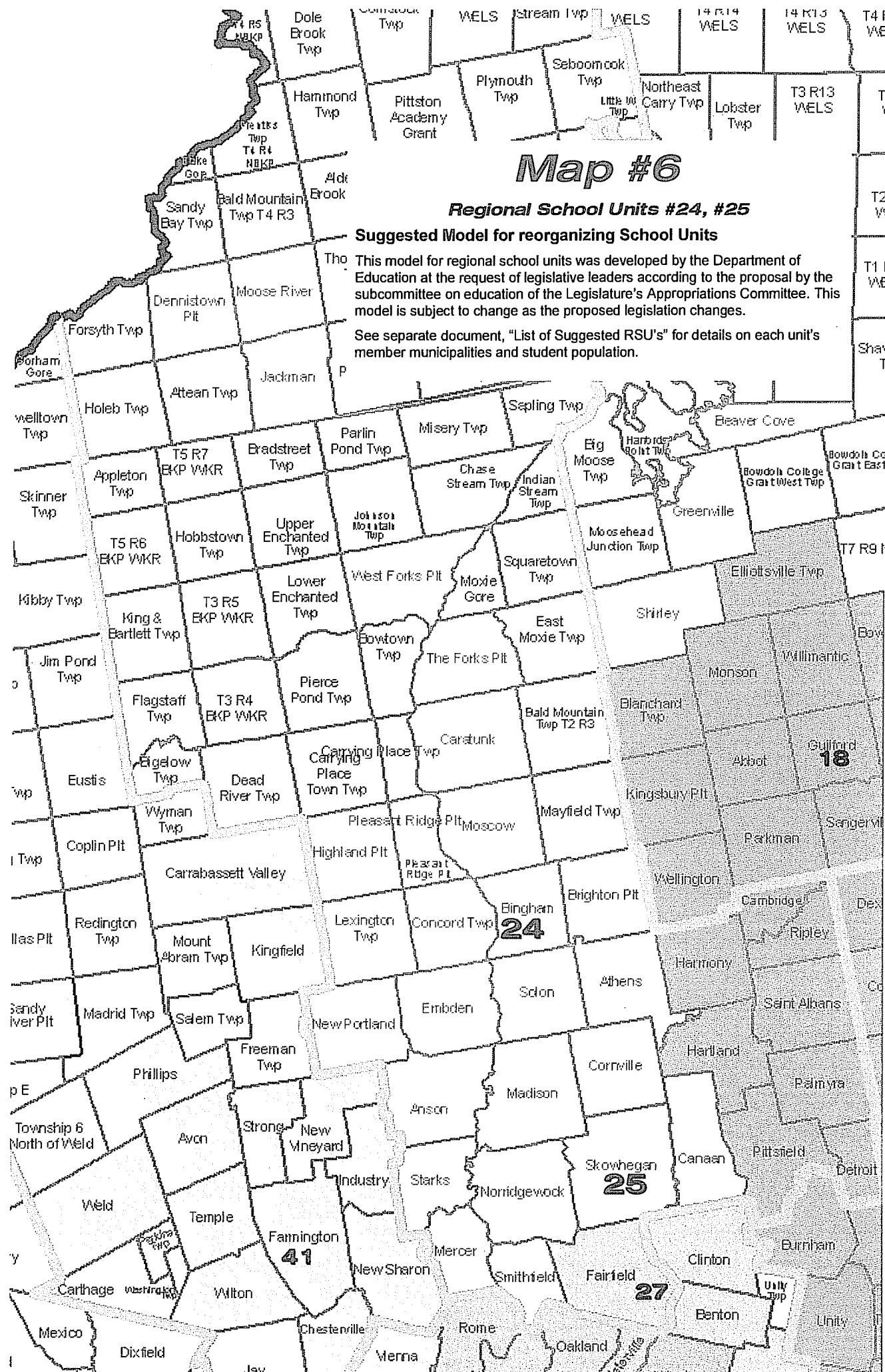
Regional School Units #18, #19

Suggested Model for reorganizing School Units

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See separate document, "List of Suggested RSU's" for details on each unit's member municipalities and student population.





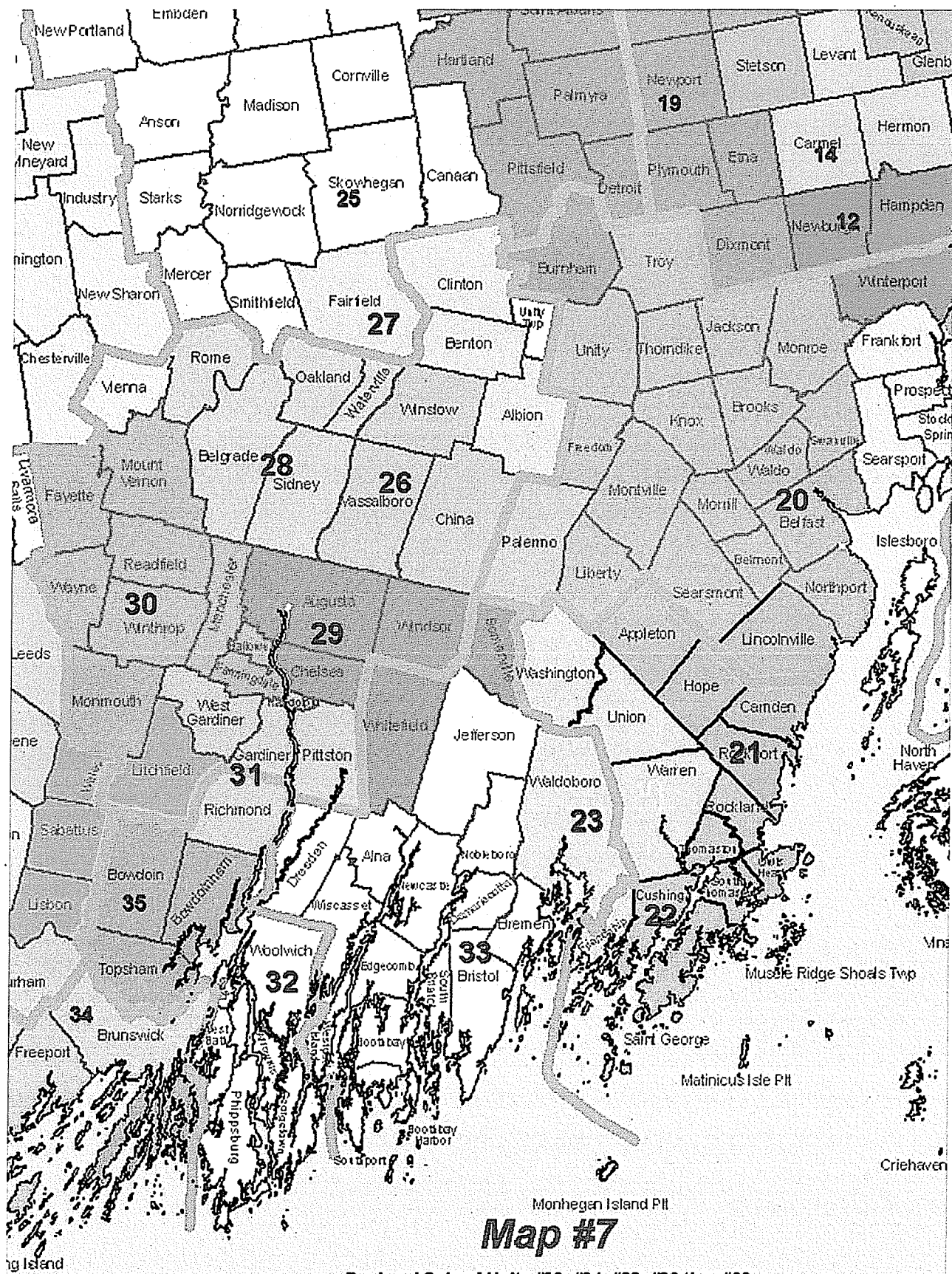
Map #6

Regional School Units #24, #25

Suggested Model for reorganizing School Units

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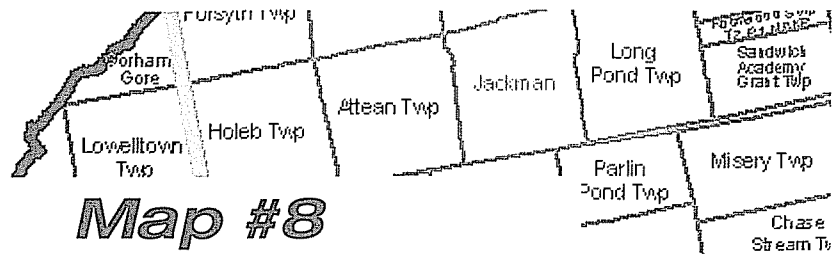
See separate document, "List of Suggested RSU's" for details on each unit's member municipalities and student population.



Suggested Model for reorganizing School Units

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See separate document, "List of Suggested RSU's" for details on each unit's member municipalities and student population.



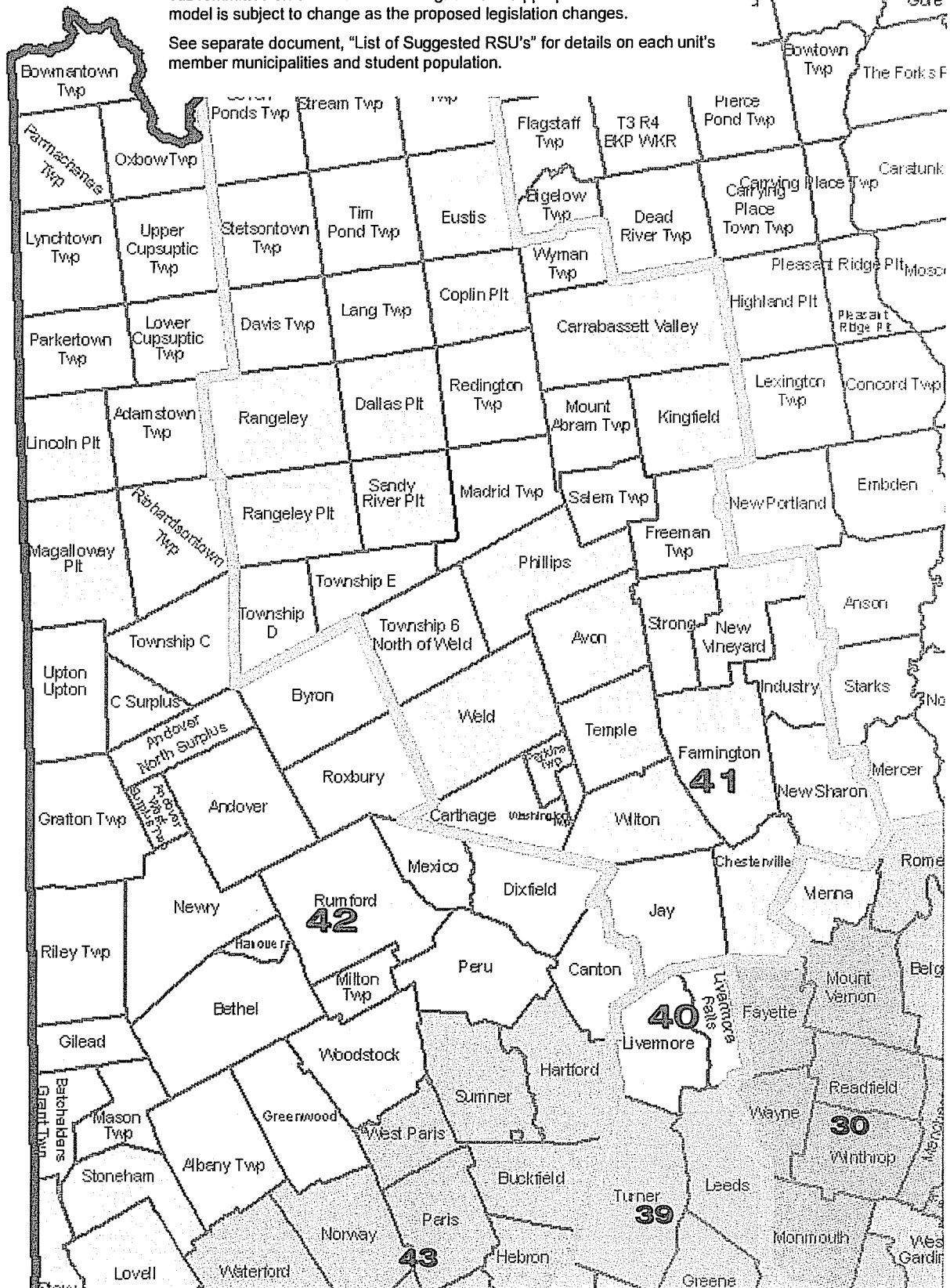
Map #8

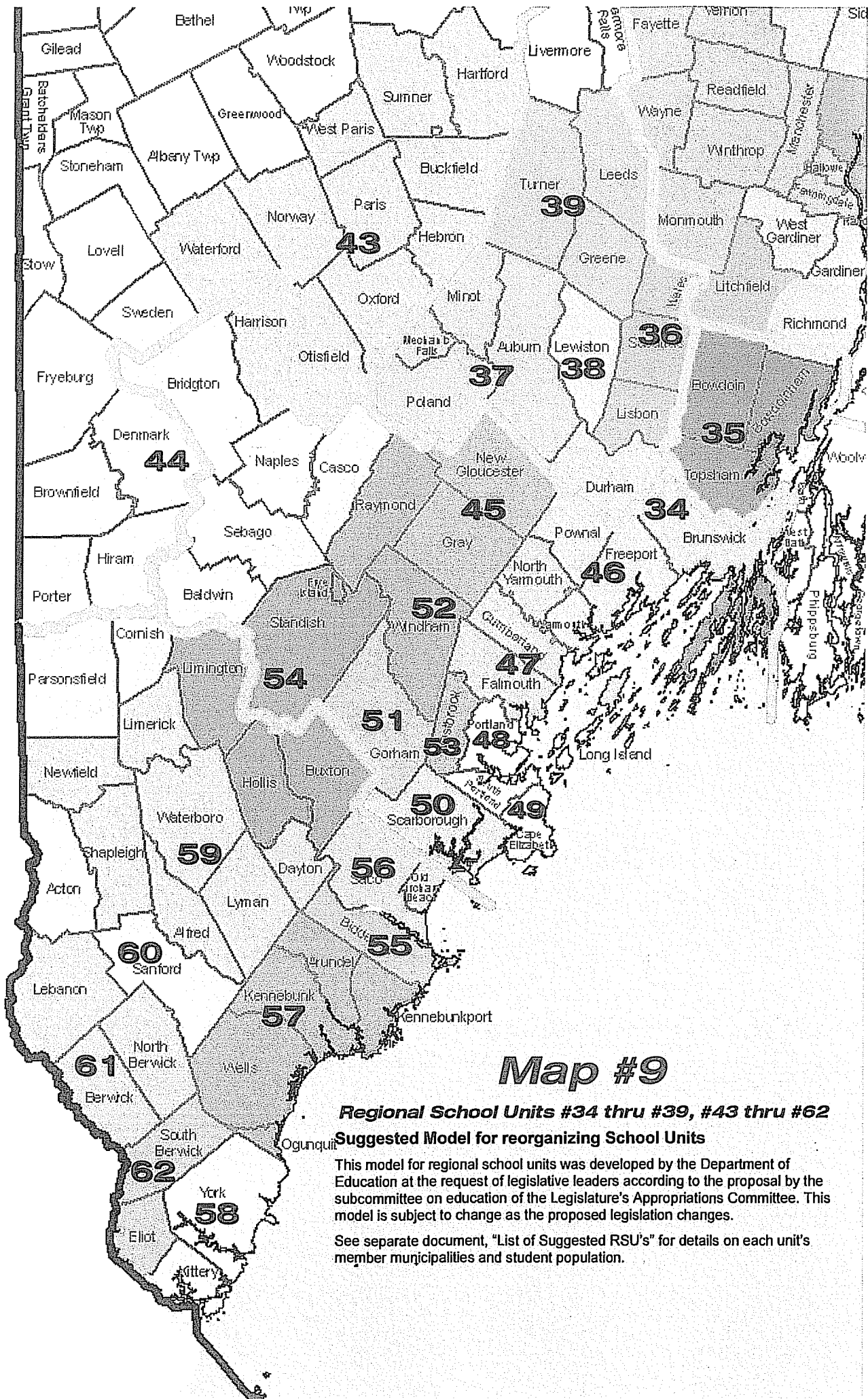
Regional School Units #40, #41, #42

Suggested Model for reorganizing School Units

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See separate document, "List of Suggested RSU's" for details on each unit's member municipalities and student population.





Map #9

Regional School Units #34 thru #39, #43 thru #62 Suggested Model for reorganizing School Units

This model for regional school units was developed by the Department of Education at the request of legislative leaders according to the proposal by the subcommittee on education of the Legislature's Appropriations Committee. This model is subject to change as the proposed legislation changes.

See separate document, "List of Suggested RSU's" for details on each unit's member municipalities and student population.

List of Suggested Regional School Units by Municipality

This model for regional school units was developed by the Department of Education at the request of legislative leaders according to the proposal by the subcommittee on education of the Legislature's Appropriations Committee. This model is subject to change as the proposed legislation changes.

Island, Indian and Education in the Unorganized Territories units

While island school units and Maine Indian Education units retain their current structure because of their geographic uniqueness and programmatic necessity, for the purposes of counting new school units, this model counts the proposal by island communities to form a consortium as one unit and Maine Indian Education as one unit. Education in the Unorganized Territories remains unchanged by the language of the proposal and is not addressed in this model.

Municipality	Regional School Unit
ABBOT	18
ACTON	60
ADDISON	6
ALBION	27
ALEXANDER	5
ALFRED	59
ALLAGASH	1
ALNA	32
ALTON	16
AMHERST	15
AMITY	4
ANDOVER	42
ANSON	24
APPLETON	21
ARROWSIC	32
ARUNDEL	57
ASHLAND	3
ATHENS	25
ATKINSON	18
AUBURN	37
AUGUSTA	29
AURORA	15
AVON	41
BAILEYVILLE	5
BALDWIN	44
BANCROFT	4
BANGOR	11
BAR HARBOR	8
BARING PLT	5
BATH	32
BEALS	6
BEAVER COVE	24

BEDDINGTON	6
BELFAST	20
BELGRADE	28
BELMONT	20
BENTON	27
BERWICK	61
BETHEL	42
BIDDEFORD	55
BINGHAM	24
BLAINE	3
BLUE HILL	10
BOOTHBAY	33
BOOTHBAY HARBOR	33
BOWDOIN	35
BOWDOINHAM	35
BOWERBANK	18
BRADFORD	13
BRADLEY	16
BREMEN	33
BREWER	15
BRIDGEWATER	3
BRIDGTON	44
BRIGHTON PLT.	25
BRISTOL	33
BROOKLIN	10
BROOKS	20
BROOKSVILLE	10
BROWNFIELD	44
BROWNVILLE	18
BRUNSWICK	34
BUCKFIELD	43
BUCKSPORT	9
BURLINGTON	17
BURNHAM	19

BUXTON	54
BYRON	42
CALAIS	5
CAMBRIDGE	18
CAMDEN	21
CANAAN	25
CANTON	42
CAPE ELIZABETH	49
CARATUNK	24
CARIBOU	2
CARMEL	14
CARRABASSETT VAL	41
CARROLL PLT.	17
CARTHAGE	42
CARY PLT.	4
CASCO	44
CASTINE	10
CASTLE HILL	3
CASWELL PLT.	2
CHAPMAN	3
CHARLESTON	18
CHARLOTTE	5
CHELSEA	29
CHERRYFIELD	6
CHESTER	17
CHESTERVILLE	41
CHINA	26
CLIFTON	15
CLINTON	27
CODYVILLE PLT.	5
COLUMBIA	6
COLUMBIA FALLS	6
COOPER	5
COPLIN PLT.	41
CORINNA	19
CORINTH	13
CORNISH	44
CORNVILLE	25
CRAWFORD	5
CRYSTAL	4
CUMBERLAND	47
CUSHING	22
CUTLER	6
CYR PLT.	1
DALLAS PLT.	41
DAMARISCOTTA	33
DANFORTH	4

DAYTON	56
DEBLOIS	6
DEDHAM	15
DEER ISLE	10
DENMARK	44
DENNISTOW PLT.	24
DENNYSVILLE	5
DETROIT	19
DEXTER	18
DIXFIELD	42
DIXMONT	19
DOVER FOXCROFT	18
DRESDEN	32
DREW PLT.	17
DURHAM	34
DYER BROOK	4
EAGLE LAKE	1
EAST MACHIAS	6
EAST MILLINOCKET	17
EASTBROOK	7
EASTON	3
EASTPORT	5
EDDINGTON	15
EDGECOMB	33
EDINBURG	17
ELIOT	62
ELLSWORTH	7
EMBDEN	24
ENFIELD	17
ETNA	19
EUSTIS	41
EXETER	18
FAIRFIELD	27
FALMOUTH	47
FARMINGDALE	30
FARMINGTON	41
FAYETTE	30
FORT FAIRFIELD	2
FORT KENT	1
FRANKFORT	9
FRANKLIN	7
FREEDOM	20
FREEPORT	46
FRENCHVILLE	1
FRIENDSHIP	23
FRYE ISLAND	54
FRYEBURG	44

GARDINER	31
GARFIELD PLT.	3
GARLAND	18
GEORGETOWN	32
GILEAD	42
GLENBURN	13
GLENWOOD PLT.	17
GORHAM	51
GOULDSBORO	7
GRAND ISLE	1
GRAND LAKE STREAM PL	5
GRAY	45
GREAT POND	15
GREENBUSH	16
GREENE	39
GREENVILLE	24
GREENWOOD	42
GUILFORD	18
HALLOWELL	30
HAMLIN	1
HAMMOND PLT.	4
HAMPDEN	12
HANCOCK	7
HANOVER	42
HARMONY	18
HARPSWELL	35
HARRINGTON	6
HARRISON	43
HARTFORD	43
HARTLAND	19
HAYNESVILLE	4
HEBRON	43
HERMON	14
HERSEY	4
HIGHLAND PLT.	24
HIRAM	44
HODGDON	4
HOLDEN	15
HOLLIS	54
HOPE	21
HOULTON	4
HOWLAND	17
HUDSON	13
INDUSTRY	41
ISLAND FALLS	4
JACKMAN	24
JACKSON	20

JAY	40
JEFFERSON	33
JONESBORO	6
JONESPORT	6
KENDUSKEAG	13
KENNEBUNK	57
KENNEBUNKPORT	57
KINGFIELD	41
KINGSBURY PLT.	18
KITTERY	58
KNOX	20
LAGRANGE	18
LAKE VIEW PLT.	18
LAKEVILLE	17
LA MOINE	7
LEBANON	61
LEE	17
LEEDS	39
LEVANT	14
LEWISTON	38
LIBERTY	20
LIMERICK	59
LIMESTONE	2
LIMINGTON	54
LINCOLN	17
LINCOLN PLT.	41
LINCOLNVILLE	21
LINNEUS	4
LISBON	36
LITCHFIELD	36
LITTLETON	4
LIVERMORE	40
LIVERMORE FALLS	40
LOVELL	44
LOWELL	17
LUBEC	6
LUDLOW	4
LYMAN	59
MACHIAS	6
MACHIASPORT	6
MACWAHOC PLT.	17
MADAWASKA	1
MADISON	25
MAGALLOWAY PLT.	41
MANCHESTER	30
MAPLETON	3
MARIAVILLE	7

MARS HILL	3
MARSHFIELD	6
MASARDIS	3
MATTAWAMKEAG	17
MAXFIELD	17
MECHANIC FALLS	37
MEDDYBEMPS	5
MEDFORD	17
MEDWAY	17
MERCER	25
MERRILL	4
MEXICO	42
MILBRIDGE	6
MILFORD	16
MILLINOCKET	17
MILO	18
MINOT	37
MONMOUTH	30
MONROE	20
MONSON	18
MONTICELLO	4
MONTVILLE	20
MOOSE RIVER	24
MORO PLT.	4
MORRILL	20
MOSCOW	24
MT. CHASE	4
MT. DESERT	8
MT. VERNON	30
NAPLES	44
NASHVILLE PLT.	3
NEW CANADA	1
NEW GLOUCESTER	45
NEW LIMERICK	4
NEW PORTLAND	24
NEW SHARON	41
NEW SWEDEN	2
NEW VINEYARD	41
NEWBURGH	12
NEWCASTLE	33
NEWFIELD	59
NEWPORT	19
NEWRY	42
NOBLEBORO	33
NORRIDGEWOCK	25
NORTH BERWICK	61
NORTH	47

YARMOUTH	
NORTHFIELD	6
NORTHPORT	20
NORWAY	43
OAKFIELD	4
OAKLAND	28
OGUNQUIT	57
OLD ORCHARD BEACH	56
OLD TOWN	16
ORIENT	4
ORLAND	9
ORONO	16
ORRINGTON	15
OSBORN	15
OTIS	7
OTISFIELD	43
OWLS HEAD	22
OWBOW PLT	3
OXFORD	43
PALERMO	26
PALMYRA	19
PARIS	43
PARKMAN	18
PARSONSFIELD	44
PASSADUMKEAG	17
PATTEN	4
PEMBROKE	5
PENOBSCOT	10
PERHAM	3
PERRY	5
PERU	42
PHILLIPS	41
PHIPPSBURG	32
PITTSFIELD	19
PITTSTON	31
PLEASANT RIDGE PLT.	24
PLYMOUTH	19
POLAND	37
PORTAGE LAKE	3
PORTER	44
PORTLAND	48
POWNAL	46
PRESQUE ISLE	3
PRINCETON	5
PROSPECT	9
RANDOLPH	31

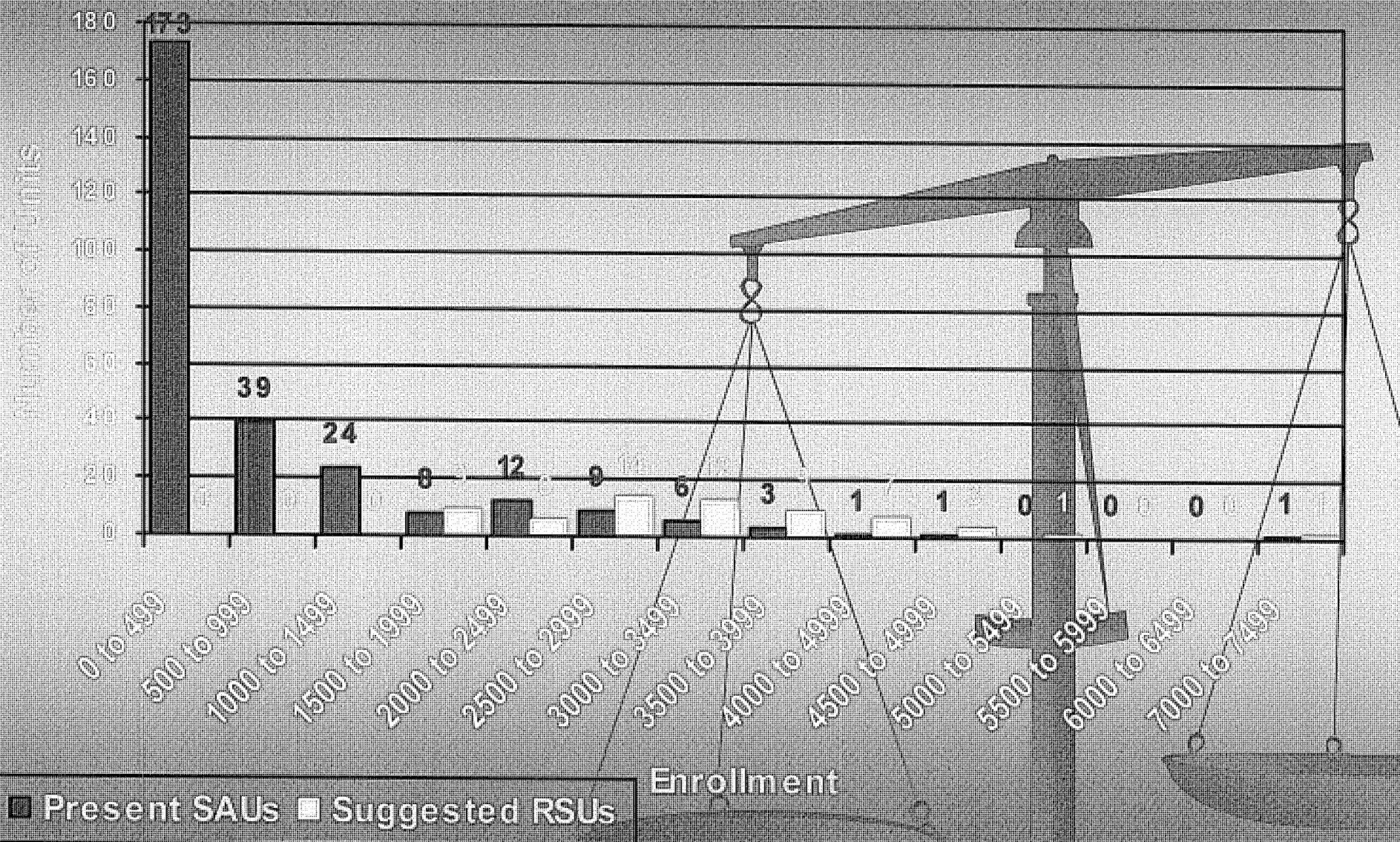
RANGELEY	41
RANGELEY PLT.	41
RAYMOND	52
READFIELD	30
REED PLT.	17
RICHMOND	31
RIPLEY	18
ROBBINSON	5
ROCKLAND	22
ROCKPORT	21
ROME	28
ROQUE BLUFFS	6
ROXBURY	42
RUMFORD	42
SABATTUS	36
SACO	56
SAINT AGATHA	1
SAINT ALBANS	19
SAINT FRANCIS PLT.	1
SAINT GEORGE	22
SAINT JOHN PLT.	1
SANDY RIVER PLT.	41
SANFORD	60
SANGERVILLE	18
SCARBOROUGH	50
SEARSMONT	20
SEARSPORT	9
SEBAGO	44
SEBEC	18
SEBOEIS PLT.	17
SEDGWICK	10
SHAPLEIGH	59
SHERMAN	4
SHIRLEY	24
SIDNEY	28
SKOWHEGAN	25
SMITHFIELD	25
SMYRNA	4
SOLON	24
SOMERVILLE	29
SORRENTO	7
SOUTH BERWICK	62
SOUTH BRISTOL	33
SOUTH PORTLAND	49
SOUTH THOMASTON	22
SOUTHPORT	33

SOUTHWEST HARBOR	8
SPRINGFIELD	17
STACYVILLE	4
STANDISH	54
STARKS	25
STETSON	13
STEUBEN	7
STOCKHOLM	2
STOCKTON	9
SPRINGS	9
STONEHAM	44
STONINGTON	10
STOW	44
STRONG	41
SULLIVAN	7
SUMNER	43
SURRY	10
SWANVILLE	20
SWEDEN	44
TALMADGE	5
TEMPLE	41
THE FORKS PLT.	24
THOMASTON	22
THORNDIKE	20
TOPSFIELD	5
TOPSHAM	35
TREMONT	8
TRENTON	8
TROY	20
TURNER	39
UNION	23
UNITY	20
UPTON	42
VAN BUREN	1
VANCEBORO	5
VASSALBORO	26
VEAZIE	16
VERONA	9
VIENNA	41
WADE	3
WAITE	5
WALDO	20
WALDOBORO	23
WALES	36
WALLAGRASS PLT.	1
WALTHAM	7
WARREN	23

WASHBURN	3
WASHINGTON	23
WATERBORO	59
WATERFORD	43
WATERVILLE	28
WAYNE	30
WEBSTER PLT.	17
WELD	41
WELLINGTON	18
WELLS	57
WESLEY	6
WEST BATH	32
WEST FORKS	24
WEST GARDINER	31
WEST PARIS	43
WESTBROOK	53
WESTFIELD	3
WESTMANLAND PLT.	2
WESTON	4
WESTPORT ISLAND	33

WHITEFIELD	29
WHITING	6
WHITNEYVILLE	6
WILLIMANTIC	18
WILTON	41
WINDHAM	52
WINDSOR	29
WINN	17
WINSLOW	26
WINTER HARBOR	7
WINTERPORT	12
WINTERVILLE PLT.	1
WINTHROP	30
WISCASSET	32
WOODLAND	2
WOODSTOCK	42
WOODVILLE	17
WOOLWICH	32
YARMOUTH	46
YORK	58

Comparison Between Present SAUs and Suggested RSUs



Note: Does not include 11 Island units, 3 Maine Indian Education and Education in the Unorganized Territory

Criteria Used in Developing the Suggested Model For Reorganizing School Units

May 21, 2007

Suggested Model

The model for regional school units being offered by the Department at this time was developed at the request of legislative leaders involved in reorganization discussions. It was developed based on the requirements that are set forth in the Appropriations Committee's Subcommittee proposed amendment to the Governor's initial proposal, as well as through input from superintendents in every region of the state. There are also more specific related factors that are given in the proposed legislation as possible grounds for an exception to these requirements, and one or more of these more specific factors were also used where the Commissioner determined both that the factor(s) should be applied and that the overall policy objective of the legislation would still be met. The requirements from the Subcommittee's proposed legislation are listed below, along with the specific factors related to each.

This model for regional units is subject to change as the proposed legislation changes and, if requested, may be further refined according to the requirements that are set forth in any final legislation on reorganization of school units that is passed this legislative session.

Criteria Used

1. There are no more than 80 regional school units statewide.
2. A regional unit provides K – 12 education.
3. A regional unit includes at least one publicly supported secondary school.
4. A regional unit serves no fewer than 2,500 resident students, with approved exceptions for units that present circumstances in the following areas that justify an exception:
 - a) geographic (including physical proximity; size of current school administrative unit);
 - b) demographic (including: student enrollment trends; the composition/nature of communities in the regional school unit);
 - c) economic (including: existing collaborations to be preserved or enhanced; opportunities to deliver commodities and services to be maximized);
 - d) transportation;
 - e) population density; or
 - f) other unique circumstances (including, in particular, those that affect: preserving existing/developing relationships; meeting the needs of students; maximizing educational opportunities for students; ensuring equitable access to rigorous programs for all students).

Island, Indian and Education in the Unorganized Territories units

While island school units and Maine Indian Education units retain their current structure because of their geographic uniqueness and programmatic necessity, for the purposes of counting new school units, this model counts the proposal by island communities to form a consortium as one unit and Maine Indian Education as one unit. Education in the Unorganized Territories remains unchanged by the language of the proposal and is not addressed in this model.

**Lists, maps, additional information available online at:
www.maine.gov/education**

Summary of Suggested Model

May 21, 2007

Regional School Units Under 2,500 Students (Based on Oct. 1, 2006 Resident Pupil Count)

Total: 15

- (1881) Eastern Washington County – Calais (RSU #5)
- (1611) Mount Desert (RSU #8)
- (1509) Blue Hill/Penobscot/Deer Isle (RSU #10)
- (1963) MSAD 64 Corinth/Glenburn (RSU #13)
- (1856) Hermon (RSU #14)
- (1964) MSAD 40 Waldoboro (RSU #23)
- (1504) Upper Kennebec- MSAD12 Jackman/MSAD13 Bingham/ MSAD74 Anson/Greenville (RSU #24)
- (1866) Jay/MSAD 36 Livermore/Livermore Falls (RSU #40)
- (1938) MSAD 15 Gray/New Gloucester (RSU #45)
- (2213) Western Washington County – Machias (RSU #6)
- (2040) Bucksport/Orland/MSAD 56Searsport (RSU #9)
- (2216) MSAD 22Hampden (RSU #12)
- (2045) MSAD 28/Five Towns – Camden/Rockport (RSU #21)
- (2284) MSAD 5/MSAD 50 – Rockland/Thomaston (RSU #22)
- (2166) MSAD 52 Turner (RSU #39)

Number of Regional School Units by Numbers and by Percentages

Enrollment (10/1/06)	# RSU's	% of RSU's
1500 – 1999.....	9.....	14.5%
2000 – 2499.....	6.....	9.7%
2500 – 2999.....	14.....	22.3%
3000 – 3499.....	12.....	19.4%
3500 – 3999.....	9.....	14.5%
4000 – 4499.....	7.....	11.3%
4500 – 4999.....	3.....	4.8%
5000 – 5499.....	1.....	1.6%
7000 – 7499.....	1.....	1.6%

Total resident pupil count (10/1/06): 196,904

Number of Regional School Units (not including islands and Indian education) = 62

Average size of the 62 Regional School Units = 3175

Islands (11): 475 Students

Maine Indian Education (3): 488 Students

Regional School Units with No Change in Governance:

- (3830) Bangor (RSU #11)
- (2216) MSAD 22 Hampden (RSU #12)
- (1964) MSAD 40 Waldoboro (RSU #23)
- (2655) MSAD 49 Fairfield (RSU #27)
- (2959) MSAD 75 Topsham (RSU #35)
- (4701) Lewiston (RSU #38)

- (2166) MSAD 52 Turner (RSU #39)
- (1938) MSAD 15 Gray/New Gloucester (RSU #45)
- (7040) Portland (RSU #48)
- (3313) Scarborough (RSU #50)
- (2723) Gorham (RSU #51)
- (2520) Westbrook (RSU #53)
- (4129) MSAD 6 Standish (RSU #54)
- (2782) Biddeford (RSU #55)
- (3630) MSAD 57 Waterboro (RSU #59)
- (3079) MSAD 60 Berwick (RSU #61)
- (2576) MSAD 35 South Berwick/Eliot (RSU #62)

Number of RSU's that do not have to change governance structure: 17 or 27.4%

Regional School Units – Enrollment Analysis

1500 – 1999 Total: 9

- (1881) Eastern Washington County – Calais (RSU #5)
- (1611) Mount Desert (RSU #8)
- (1509) Blue Hill/Penobscot/Deer Isle (RSU #10)
- (1963) MSAD 64-Corinth/Glenburn (RSU #13)
- (1856) Hermon (RSU #14)
- (1964) MSAD 40 – Waldoboro (RSU #23)
- (1504) Upper Kennebec (RSU #24)
- (1866) Jay/MSAD 36 Livermore/Livermore Falls (RSU #40)
- (1938) Gray/New Gloucester (RSU #45)

2000 – 2499 Total: 6

- (2,213) Western Washington County – Machias (RSU #6)
- (2040) Bucksport/Orland/MSAD 56 Searsport (RSU #9)
- (2216) MSAD 22 Hampden (RSU #12)
- (2045) MSAD 28/Five Towns – Camden/Rockport (RSU #21)
- (2284) MSAD 5/MSAD 50 – Rockland/Thomaston (RSU #22)
- (2166) MSAD 52 Turner (RSU #39)

2500 – 2999 Total: 14

- (2514) Northern Aroostook-St. John Valley (RSU #1)
- (2747) Northern Aroostook-Caribou (RSU #2)
- (2752) Southern Aroostook-Houlton (RSU #4)
- (2702) Ellsworth (RSU #7)
- (2951) Old Town/Orono/Veazie (RSU #16)
- (2655) MSAD 49 Fairfield (RSU #27)
- (2801) Richmond/MSAD 11 Gardiner (RSU #31)
- (2833) Boothbay/Damariscotta/Jefferson (RSU #33)
- (2959) MSAD 75 Topsham (RSU #35)
- (2751) Freeport/Pownal/Yarmouth (RSU #46)
- (2723) Gorham (RSU #51)
- (2520) Westbrook (RSU #53)
- (2782) Biddeford (RSU #55)

- (2576) MSAD 35 South Berwick/Eliot (RSU #62)

3000 – 3499

Total: 12

- (3484) Central Aroostook-Presque Isle (RSU #3)
- (3289) Brewer (RSU #15)
- (3511) Northern Penobscot-MSAD 67 Lincoln/MSAD Howland/MSAD 30 Lee (RSU #17)
- (3,357) MSAD 3 Unity/Belfast (RSU #20)
- (3091) Winslow/China/Vassalboro/Palermo (RSU #26)
- (3397) Bath/West Bath/Wiscasset/Dresden/Alna (RSU #32)
- (3009) Lisbon/Sabattus/Litchfield (RSU #36)
- (3437) MSAD 9 Farmington/MSAD 58 Eustis/ Rangeley (RSU #41)
- (3415) Rumford/Mexico/Bethel (RSU #42)
- (3313) Scarborough (RSU #50)
- (3049) York/Kittery (RSU #58)
- (3079) MSAD 60 Berwick (RSU #61)

3500 – 3999

Total: 9

- (3830) Bangor (RSU #11)
- (3729) Piscataquis-MSAD 4 Guilford/MSAD 41 Milo/MSAD 46 Dexter/MSAD 68 Dover-Foxcroft (RSU #18)
- (3624) Newport/Pittsfield (RSU #19)
- (3856) MSAD 54 Skowhegan/MSAD 59 Madison (RSU #25)
- (3632) Augusta/Chelsea/Windsor (RSU #29)
- (3691) Brunswick/Durham (RSU #34)
- (3520) Raymond/Windham (RSU #52)
- (3630) MSAD 57 Waterboro (RSU #59)
- (3853) Sanford/Acton (RSU #60)

4000 – 4499

Total: 7

- (4459) MSAD 47 Oakland/Waterville (RSU #28)
- (4021) Marranacook/Winthrop/Hall-Dale/Fayette (RSU #30)
- (4242) MSAD 17 Oxford/MSAD 39 Buckfield (RSU #43)
- (4328) Falmouth/MSAD 51 Cumberland, N. Yarmouth (RSU #47)
- (4129) MSAD 6 Standish (RSU #54)
- (4124) Old Orchard/Saco/Dayton (RSU #56)
- (4317) Arundel/MSAD 71 Kennebunk/Wells/Ogunquit (RSU #57)

4500 – 4999

Total: 3

- (4701) Lewiston (RSU #38)
- (4669) MSAD72 Fryeburg/MSAD55 Hiram/MSAD61 Naples (RSU #44)
- (4866) South Portland/Cape Elizabeth (RSU #49)

5000 – 5499

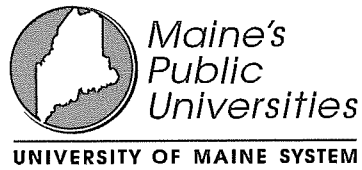
Total: 1

- (5208) Auburn/Poland (RSU #37)

7000 – 7499

Total: 1

- (7040) Portland (RSU #48)



JOINT STANDING COMMITTEE
ON APPROPRIATIONS AND FINANCIAL
AFFAIRS

JOINT STANDING COMMITTEE
ON EDUCATION AND CULTURAL
AFFAIRS

Responses to Questions from the February 15, 2007
Public Hearing of the University of Maine System
Budget Request

Presented by:

Terrence J. MacTaggart
Chancellor

March 7, 2007

1	Would the Chancellor be open to making the additional funding of MEIF competitive-based as compared to a fixed share?
2	Please provide detailed information on "revenue versus expenditures" including all sources of revenue and all major expenditure lines.
3	Please provide details on E&G biennium request and MEIF request in budget, compared to the governor's proposal.
4	On page five of the presentation, please provide dollar figures to what's driving up costs.
5	Please provide list of salaries and positions.
6	Please provide statistics on salary compensation versus other state universities.
7	Please provide detail of market-based compensation for faculty and staff comparing UMS and its competitors.
8	Please provide statistics on the number of applications received annually.
9	Please provide information on tuition waiver programs. Who qualifies, number of participants, annual dollars waived, qualification guidelines and other relevant information.
10	Please provide information on how many campuses offer 'developmental' or 'remedial' courses, which campuses, the percentage of students who need to take them, how many students need to take more than one and which subject areas have the highest need.
11	Please provide statistics on FTE students versus FTE faculty members for the system as a whole and for each campus within the system. Please provide the most recent data available and trend data for the past five years.
12	Please provide statistics on FTE students versus FTE administrators for the system as a whole and for each campus within the system. Please provide the most recent data available and trend data for the past five years.

1. *Would the Chancellor be open to making the additional funding of MEIF competitive-based as compared to a fixed share?*

While both UMaine and USM have been designated as the universities to conduct MEIF-related research, their roles and status as research institutions differ.

- For UMaine, MEIF funding helps expand its long-standing role as the state's designated research university, in large part by providing the seed money or matching funds necessary to win federal research grants and contracts. Since its founding in 1865 as Maine's land-grant institution, UMaine has been heavily involved in basic and applied research. As a result, it features an extensive array of research-related facilities and resources assembled over several decades. Because of its significant research infrastructure, UMaine is currently well positioned to pursue research grants and contracts. Its share of MEIF funds reflects its ability to produce a relatively quick return on investment, both in grants and contracts as well as in spin-offs.
- Meanwhile, MEIF funds are used at USM for a different purpose: to help build the infrastructure necessary for it to compete successfully for government and private research funds. USM's role as a research institution is relatively young. As a result, the size and nature of its research infrastructure is much less extensive than what's found in Orono. For that reason, MEIF allocations to USM have been focused primarily on building and expanding its research capacity and potential. Its share of MEIF currently reflects its developing research capacity and the time it takes to achieve a more robust research capability.

The percentages of MEIF funds allocated to university research enterprises will continue to be reviewed to determine the most effective allocation. It currently makes the most sense to continue the 80/20 allocation given the two universities' relative needs and purposes.



2. *Please provide detailed information on "revenue versus expenditures" including all sources of revenue and all major expenditure lines.*

Enclosed is a chart entitled "FY08/09 Biennium Request" which was submitted and approved by the University of Maine System Board of Trustees and submitted to the Governor's office in September 2006. This chart outlines all major revenue and expense categories (excluding restricted operations) used to calculate the UMS biennium request:

- Lines 1 – 7 are the major revenue categories
- Lines 8 – 13 are the major expense categories

Major Revenue Sources:

- State Appropriation
- Tuition and Fees
 - Gross tuition and fees now exceed state appropriation as a percentage of revenue. As an example, in 1989 the state appropriation was 72% of revenue, and tuition and fees were 23%. By 2009 state appropriation is projected to be 43% of revenue and tuition and fees will be 50%.
 - The Biennium Request assumes tuition increase is limited to inflation
- Without additional appropriation, the UMS is faced with double digit tuition increases and major cuts in workforce.

Expenses:

- Compensation and benefits are the major expense areas for UMS.
 - Approximately 70% of our operating budget is dedicated to compensation and benefits
 - The Biennium Request assumes inflationary and a phased market based increase in compensation and benefits only if the full state appropriation request is received FY08/09.
 - The Biennium Request includes an increase of \$13 million in funding for FY09 to begin phasing in our GASB 45 funding requirements (see line 10)
- UMS has cut costs.
 - \$2.7 million in administrative cuts at System Office
 - \$13.5 million in state de-appropriations between FY03 and FY05
 - Position eliminations at all universities
 - Savings from energy consumption and procurement practices
 - Other operational improvements ongoing (including annual efficiency target FY08/09 Biennium of \$2.7 million as noted on line 13 on the enclosed biennium request)
- Due to budgetary constraints, UMS's deferred maintenance has grown to nearly \$500 million at this time. The Biennium Request shows on line 17 a current operations gap of \$9.6 million (unfunded depreciation)
 - The appropriation request includes phased assistance in eliminating this current operations gap over the next 10 years.
 - If this funding is not received, deferred maintenance will continue to grow at an even more rapid pace.

**University of Maine System
FY08/09 Biennium Request**

(excludes restricted operations)

(\$ in millions)

	Budget FY07	Projection FY08	Difference	% Increase	% Projection FY09	Difference	% Increase	Assumptions-Based on receipt of full biennium request
1 Annual FTE enrollment	25,322	25,406	84	0.3%	25,546	140	0.6%	Campuses projected 1% enrollment increase over next biennium
Revenue increases:								
2 Gross Tuition & Fee Revenue	\$189.7	\$196.2	\$6.5	3.4%	\$202.8	\$6.6	3.4%	Inflationary tuition and fee increase
3 Less Financial Aid	<u>-32.3</u>	<u>-33.4</u>	<u>-1.1</u>	3.4%	<u>-34.5</u>	<u>-1.1</u>	3.3%	Increase at rate of tuition
4 Net Tuition & Fee Revenue	\$157.4	\$162.8	5.4	3.4%	\$168.3	5.5	3.4%	
5 Student Dining & Residence	53.8	61.1	7.3	13.6%	64.1	3.0	4.9%	Student fee and enrollment increases, expansion of student services in FY08
6 Other revenue sources (Interest, ICR, etc.)	<u>68.2</u>	<u>69.6</u>	<u>1.4</u>	2.1%	<u>71.1</u>	<u>1.5</u>	2.2%	
7 Total unrestricted sources of revenue	\$279.4	\$293.5	\$14.1	5.0%	\$303.5	\$10.0	3.4%	
Operating expense increases:								
8 Salaries, wages and related benefits	\$262.7	\$272.7	\$10.0	3.8%	\$286.6	\$13.9	5.0%	Increase at rate of inflation plus market based compensation increase in FY09 (subject to negotiations)
9 Health Insurance - current employees	47.3	49.2	1.9	4.0%	53.2	4.0	8.1%	Estimated increases
10 Health Insurance - retired employees	9.0	16.7	7.7	85.6%	21.7	5.0	29.9%	Begin to Fund GASB 45 requirements
11 Utilities	27.3	28.9	1.6	5.9%	30.7	1.8	6.2%	Energy increases determined by campuses (5% to 10%)
12 All other expenses	117.9	127.1	9.2	7.8%	133.1	6.0	4.7%	Inflationary increases, expansion of student services in FY08
13 Less savings/reallocations from efficiencies		<u>-2.5</u>	<u>-2.5</u>		<u>-2.7</u>	<u>-0.1</u>		Efficiency Target
14 Total unrestricted operating expenses	\$464.2	\$492.1	\$27.9	6.0%	\$522.6	\$30.6	6.2%	
15 Net gap before state appropriation	-\$184.8	-\$198.6	-\$13.8		-\$219.1	-\$20.6		
16 State appropriation request	\$175.2	\$190.0	\$14.8	8%	\$211.6	\$21.7	11%	Appropriation request includes phased assistance in eliminating current operations gap
17 Total current operations gap (Represents Unfunded Depreciation)	-\$9.6	-\$8.6			-\$7.6			

02/28/07

MW502(502c)

3. Please provide details on E&G biennium request and MEIF request in budget, compared to the governor's proposal.

The attached spreadsheet provides details comparing the UMS FY08-09 budget request and the Governor's proposed FY08-09 UMS appropriation. It also provides similar comparisons related to the Maine Economic Improvement Fund. The following attempts to amplify those details.

UMS Base Budget

The UMS base budget request is our highest priority. Those funds are needed to sustain our operations and maintain quality and affordability.

The budget request UMS submitted addresses practical needs covering faculty retention, modest employee compensation, and fundamental operational expenses. The budget request also included funds to help minimize increases in student tuition rates.

The gap between the UMS request and the Governor's proposed funding level is significant: \$9.8 million in FY08 and \$27 million in FY09. While we sincerely appreciate the Governor's proposal, it falls short of what UMS needs to protect quality and address affordability.

Without a significant increase beyond the Governor's proposed funding levels, UMS will need to lay off employees and increase tuition rates at the double-digit level. The actual appropriation will determine the extent to which those consequences occur.

Maine Economic Improvement Fund

Since 1997, MEIF has helped support a formal economic development partnership between the State and UMS. Through it, UMS has been awarded more than \$300 million in grants and contracts, mostly from the federal government.

The budget request UMS submitted for MEIF seeks additional State funds necessary to leverage even greater federal investment in Maine-based research and development. It must be emphasized that these dollars must be used to support research activity and needs, and are not available to be used for basic UMS operations.

The gap between the UMS funding request and the Governor's proposed funding level is \$8 million in FY08 and \$17 million in FY09. As with the Governor's proposed base budget increase, we are grateful for his support. However, we believe that by funding MEIF at a level closer to what UMS has requested, Maine will accelerate the infusion of federal research funds, create more jobs, generate more spin-off companies, and help speed up economic growth.



Appropriation Request

Educational & General

	<u>FY07</u>	<u>FY08</u>		<u>FY09</u>	
		\$	%	\$	%
Governor's Budget Base	\$ 175.2	\$ 180.2	2.9%	\$ 184.6	2.4%
UMS Biennium Request		\$ 190.0	8.4%	\$ 211.6	11.4%
➤ Affordable, high-quality education ➤ Job growth and economic expansion ➤ Programming to meet the needs of Maine's citizens					

MEIF-Research & Development

Governor's Budget Base	\$ 12.2	\$ 14.2	16.4%	\$ 15.2	7.0%
UMS Biennium Request		\$ 22.2	82.0%	\$ 32.2	45.0%
➤ Attracted \$42.7 million in federal and private investments for MEIF targeted areas in FY06 ➤ Supported 717 FTE jobs in Maine in FY06					

4. *On page five of the presentation, please provide dollar figures regarding what's driving up costs.*

Increased expenses in several major budget areas are eroding the purchasing power of the University of Maine System budget. They include:

Wages and Benefits

Personnel costs – i.e., salaries, wages, and benefits – represent 70% of the University of Maine System budget. By way of comparison, the Governor's proposed increase for UMS is smaller than the growth in employee compensation for the two budget years under consideration.

Health Care

UMS anticipates that health insurance for current employees will rise by 12% over the FY08-09 biennium. The cost of health care for UMS current employees is expected to be \$53.2 million in FY09.

Student Financial Aid and Waivers

As tuition rates increase, UMS sets aside a percentage of new tuition revenue equal to the percentage that tuition rates themselves increase. Those dollars are used to provide additional need-based financial aid. Thus, the universities' ability to increase financial aid depends in large measure on reallocating part of tuition revenue back to students as need-based aid.

Another loss of revenue results from student tuition waivers. Though the cost of educating and serving a student increases, UMS must absorb those increasing costs through its operating budget.

Post Employment Retiree Health Benefits (GASB 45)

UMS is increasing the budgeted amount for retiree health care by \$8 million in FY08 and an additional \$5 million in FY09 to begin to phase in the requirements of GASB 45. However, the current unrecorded liability is approximately \$330 million.

Utilities

Despite System-wide efforts to conserve, fuel and electricity costs continue to rise. The increase ranges from 5-10% annually, depending on the size and nature of the university.

**University of Maine System
FY08/09 Biennium Request**

(excludes restricted operations)

(\$ in millions)

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6 Other revenue sources (Interest, ICR, etc.)	<u>68.2</u>	<u>69.6</u>	<u>1.4</u>	2.1%	<u>71.1</u>	<u>1.5</u>	2.2%	
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16 State appropriation request	\$175.2	\$190.0	\$14.8	8%	\$211.6	\$21.7	11%	Appropriation request includes phased assistance in eliminating current operations gap
17 Total current operations gap	-\$9.6	-\$8.6			-\$7.6			
(Represents Unfunded Depreciation)								

02/28/07

MW50Z(502c)

5. Please provide list of salaries and positions.

University of Maine System
Salaries of Regular Employees, by University

Note: A full copy of the listing (126 pages) has been provided to the Committee's Analyst.

The listing indicates the title and annual salary for each regular employee of the University of Maine System. Temporary and Student employees are not included.

The data for each employee includes the university of employment, title for the position (truncated in some cases due to the length), whether the appointment is full (F) or part (P) time and the annual salary for the employee.

Codes for the universities are:

UM	University of Maine
UMA	University of Maine at Augusta
UMF	University of Maine at Farmington
UMFK	University of Maine at Fort Kent
UMM	University of Maine at Machias
UMPI	University of Maine at Presque Isle
USM	University of Southern Maine
SWS	University System Office/System-wide Services
UCO	University College Outreach (Centers and sites for distance education)

6. Please provide statistics on salary compensation versus other state universities.

A rank ordering of the University of Maine in the fifty major public universities by state shows that UM ranks 47th of the 50. Because faculty are hired in a national and international market, low salaries make it difficult to recruit and retain highly qualified faculty.

Comparisons since fiscal year 1981 show that UM climbed from 49th to 31st by 1990, and then declined by fiscal year 1995 to 45th ranking. Since then the ranking has not changed substantially.

These rankings should be used with caution because the universities vary substantially in size of enrollment, total budget, and type of institution. Nonetheless, the pattern over time indicates a low ranking that improved for several years in the late 1980's before declining again.

Comparisons for all universities in the UMS are shown under Question 7.

RANK	SCHOOL	Avg. Faculty Salary* (thousands of dollars)
1	U of California (Berkeley)	94.8
2	U of Michigan (Ann Arbor)	93.2
3	U of Virginia	90.3
	U Sys of Maryland	
4	U of Maryland (College Park)	89.0
5	U of Connecticut	87.8
6	U of Illinois (Urbana-Champaign)	86.9
7	Rutgers U (New Brunswick)	86.3
8	U of North Carolina (Chapel Hill)	86.0
9	Pennsylvania State U (U Park)	85.4
10	U of Delaware	84.6
11	U of Texas (Austin)	84.4
	Massachusetts Board of Higher Ed	
12	U of Massachusetts (Amherst)	83.7
13	U of Minnesota (Twin Cities)	83.6
14	Ohio State U (main campus)	83.4
15	State University of New York (Buffalo)	82.6
16	Indiana U (Bloomington)	81.1
17	U of Iowa	80.7
	U Sys of New Hampshire	
18	U of New Hampshire	80.0
19	U of Arizona	79.8
20	U of Wisconsin (Madison)	79.8
21	U of Colorado (Boulder)	79.7
22	U of Nevada (Reno)	79.6
23	U of Florida	79.2
24	U of Washington (Seattle)	79.1

25	U of Nebraska (Lincoln)	76.7
	Utah Higher Education System	
26	U of Utah	76.3
27	U of Kansas (main campus)	76.3
28	U of Kentucky	74.9
29	U of Tennessee (Knoxville)	74.9
30	U of Missouri (Columbia)	74.3
31	U of South Carolina (Columbia)	74.1
32	U of Georgia	73.9
33	U of Rhode Island	73.7
34	U of Hawaii Sys (Manoa)	73.0
35	U of Vermont	72.8
36	U of Alabama (Birmingham)	71.9
37	Louisiana State U System (Baton Rouge)	71.9
38	U of Oklahoma (Norman)	70.7
39	U of New Mexico (main campus)	70.4
40	U of Arkansas (Fayetteville)	70.1
41	U of Wyoming	68.4
	Oregon U Sys	
42	U of Oregon	68.3
43	U of Mississippi	66.2
44	U of Alaska (Fairbanks)	63.9
	West Virginia Higher Ed Policy Comm	
45	West Virginia U	63.6
	North Dakota U System	
46	U of North Dakota (main campus)	63.0
	U of Maine System	
47	(U of Maine)	62.7
	South Dakota State Board of Regents System	
48	U of South Dakota	61.5
49	U of Idaho	61.0
50	U of Montana (Missoula)	58.2

After this information was published UM faculty received a 3% increase retroactive to 7/05. With that increase the UM average would have been \$64.6 thousand, raising the ranking to 44th if all other states remained unchanged.

* The overall figures were calculated by using a Paasche Index Distribution with the UM faculty distribution by rank used as weight.

Source: 4/28/06 Chronicle of Higher Education - AAUP source data

7. *Please provide detail of market-based compensation for faculty and staff comparing UMS and its competitors.*

The following pages provide information about the gap between salaries in the University of Maine System and salaries of employers with whom we compete. Data is provided for the major employee groups: faculty, non-exempt, professional (salaried) employees, and administrators.

- Faculty are hired in a national and international market. The cost to raise faculty salaries to the national average is based on average salaries by rank at public universities. The comparison data for each UMS university includes universities in the same institution category (doctoral, comprehensive, baccalaureate).

The first table shows average salaries for UMS and the national average for the same rank at similar universities. The second table indicates the cost to bring salaries for each university and rank to the national average. Data for the current academic year will be available later in the spring.

The cost to bring faculty salaries to the national average is projected to be \$8 million using the most recent data available.

- Non-exempt (hourly) employees are hired primarily in a local or state labor market. Data provided here compare UMS salaries to the mid-points of salary bands for State employees. In some job categories UMS lags behind the State worker wage rates by a substantial amount. Like the State, UMS also competes with other employers and finds that wages are not competitive in the Maine labor market for skilled trades, administrative support positions, and others.

The cost to bring non-exempt employee salaries to the mid-point of State of Maine ranges is estimated to be \$3.6 million. However, more market research is needed to determine appropriate comparisons to the State and other Maine employers with which UMS competes.

- Salaried (professional) employees are primarily hired in the national labor market. Comparison data are provided for similar positions in higher education, using data that reflect UMS's blend of institution categories and size.

The cost to bring salaried employee salaries to the national average is projected to be \$6.9 million, using the most recent data available.

- Administrators not included in the other employment groups include those at or above the level of Dean of equivalent. Data are provided for comparisons for president and chancellor positions, which illustrate UMS's low salaries compared to the national market for similar institutions.

UMS and National
Average Faculty Salaries
2006

	Rank	UMS AVG.	Nat'l Avg.	Difference	# of Faculty
<i>UM</i>	Prof	\$77,199	\$101,620	\$24,421	108
	Assoc Prof	\$65,201	\$70,952	\$5,751	139
	Asst Prof	\$51,556	\$60,440	\$8,884	77
	Instr	\$40,298	\$40,670	\$372	19
	Lecturer	\$48,807	\$46,793	-\$2,014	27
<i>UMA</i>	Prof	\$61,043	\$73,406	\$12,363	33
	Assoc Prof	\$54,818	\$59,913	\$5,095	25
	Asst Prof	\$43,886	\$49,546	\$5,660	22
	Instr	\$39,476	\$39,925	\$449	4
	Lecturer	\$46,534	\$42,278	-\$4,256	4
<i>UMF</i>	Prof	\$61,914	\$73,406	\$11,492	32
	Assoc Prof	\$47,303	\$59,913	\$12,610	36
	Asst Prof	\$39,331	\$49,546	\$10,215	27
	Instr	\$44,678	\$39,925	-\$4,753	6
	Lecturer	\$37,783	\$42,278	\$4,495	1
<i>UMFK</i>	Prof	\$53,805	\$73,406	\$19,601	9
	Assoc Prof	\$49,738	\$59,913	\$10,175	10
	Asst Prof	\$39,156	\$49,546	\$10,390	13
	Instr	\$33,779	\$39,925	\$6,146	2
	Lecturer	\$37,703	\$42,278	\$4,575	2
<i>UMM</i>	Prof	\$58,726	\$73,406	\$14,680	6
	Assoc Prof	\$46,868	\$59,913	\$13,045	14
	Asst Prof	\$37,827	\$49,546	\$11,719	10
	Instr	\$0	\$39,925	\$39,925	0
	Lecturer	\$0	\$42,278	\$42,278	0
<i>UMPI</i>	Prof	\$56,828	\$73,406	\$16,578	14
	Assoc Prof	\$48,372	\$59,913	\$11,541	18
	Asst Prof	\$40,324	\$49,546	\$9,222	11
	Instr	\$33,875	\$39,925	\$6,050	2
	Lecturer	\$37,894	\$42,278	\$4,384	6
<i>USM</i>	Prof	\$81,246	\$78,884	-\$2,362	88
	Assoc Prof	\$61,097	\$62,700	\$1,603	167
	Asst Prof	\$47,133	\$52,873	\$5,740	67
	Instr	\$45,188	\$39,422	-\$5,766	6
	Lecturer	\$39,516	\$43,327	\$3,811	20

UMS Salaries have been increased by 3% to reflect a retroactive increase that was distributed after national data were published.

National average salaries are for public institutions in the same category (e.g. doctoral, comprehensive, baccalaureate).

Data from Chronicle of Higher Education April 28, 2006.

University of Maine System
Cost to Raise Faculty Salaries to National Average by Rank 2005-6*

University	Professor	Assoc Prof	Asst Prof	Instructor	Lecturer	Total
UM	\$2,637,468	\$799,389	\$684,068	\$7,068	\$0	\$4,127,993
UMA	\$407,979	\$127,375	\$124,520	\$1,796	\$0	\$661,670
UMF	\$367,744	\$453,960	\$275,805	\$0	\$4,495	\$1,102,004
UMFK	\$176,409	\$101,750	\$135,070	\$12,292	\$9,150	\$434,671
UMM	\$88,080	\$182,630	\$117,190	\$0	\$0	\$387,900
UMPI	\$232,092	\$207,738	\$101,442	\$12,100	\$26,304	\$579,676
USM	\$0	\$267,701	\$384,580	\$0	\$76,220	\$728,501
Total	\$3,909,772	\$2,140,543	\$1,822,675	\$33,256	\$116,169	\$8,022,415

* National Average Salary is the average salary for full time faculty at all public institutions by category (e.g. doctoral, comprehensive, baccalaureate) as published in the Chronicle of Higher Education, April 28, 2006.
Actual UMS faculty averages have been increased by 3% to reflect a retroactive increase distributed after national data were published.

UMS OHR 8/06

**Non-Exempt (Hourly) Employee Salaries
Compared to State of Maine Midpoints**

Fall 2005 data

Title	UMS Average Rate as % of State Midpoint
Secretary	85
Administrative Assistant I	92
Administrative Assistant II	90
Records Technician I	85
Records Technician II	82
Library Assistant I	100
Library Assistant II	92
Scientific Technician I	97
Scientific Technician II	91

These titles represent 743 UMS employees. The weighted average of UMS average rates as a percent of the State midpoint is 91%.

Title	UMS Average Rate as % of State Midpoint
Food Server I	102
Cook II	102
Cook III	106
Painter	104
Carpenter	107
Plumber	107
Electrician	109
Custodian II	91
Building and Grounds Maintenance Worker	95

These titles represent 349 UMS employees. The weighted average of UMS average rates as a percent of the State midpoint is 94%.

Title	UMS Average Rate as % of State Midpoint
Public Safety Communications Coordinator	96
Police Officer	93
Security Guard III	93

These titles represent 44 UMS employees. The weighted average of UMS average rates as a percent of the State midpoint is 94%.

Notes:

1. The average length of service for all non-exempt UMS employees is 10.31 years.
2. A State employee with ten years of service would be at a step higher than the midpoint, making this a conservative estimate of the difference.
3. Estimated total cost to bring all UMS non-exempt employee salaries to 100% of state midpoint: \$3,582,238.
Estimated total cost to bring all UMS non-exempt employee salaries to 95% of state midpoint: \$1,283,277.
4. State and University employees have received increases since the time of this data. The timing of collective bargaining and implementation of raises complicated more recent comparisons.

UMS Professional Employee Salaries
Compared to the Estimated National Median by Job Family
(UMS Salaried Employee Classification and Compensation Program)
Fall 2005 data

Professional Positions by Job Family	Total # of Employees in Job Family	UMS Current Salary as a Percentage of Estimated National Median
1. Information Technology	209	88%
2. Health & Safety Services	88	91%
3. Research: Earth/Physical Sciences	56	90%
4. Research: Life Sciences	44	89%
5. Research: Social Sciences	198	100%
6. Research: Other (Business, Engineering, etc.)	35	97%
7. Technical	27	89%
8. Human Resources	46	92%
9. Fiscal, Finance and Business	72	93%
10. Facilities	35	83%
11. Other Administrative Support	122	89%
12. Library	71	83%
13. Child Care	25	83%
14. External Services	164	92%
15. External Affairs	25	94%
16. Events/Activities	56	90%
17. Media	61	96%
18. Academic Student Services	180	93%
19. Student Life Services	157	94%
Total Number of Employees	1671	
Overall Weighted Average of UMS Current Salary as a Percentage of National Median		92%
Cost to Bring Salaries to National Median		Based on All Professional Employees*
Total Cost To Bring Salaries To 100% of National Median		\$6,944,324
Total Cost To Bring Salaries To 95% of National Median		\$2,772,168

*Cost to bring salaries to indicated percentage of national median is projected to 1,730 salaried employees. Positions at or above the level of dean or equivalent are not included in this data.

Data are from Fall 2005. National median data are from College and University Professional Association for Human Resources, Administrative Compensation and Mid-Level Compensation surveys.

Salaries Paid to Presidents/Chancellor of Public Universities
Comparable to University of Maine System Institutions
2005- 2006

As the data below indicate, president and chancellor salaries within UMS are below the national comparison data by a substantial amount. On average the president's/chancellor's salary is 75% of the national median.

The data below represent median salaries for college and university presidents in institutions similar to universities in the University of Maine System. The data were reported in the "Administrative Compensation Survey" of the College and University Professional Association for Human Resources (CUPA-HR). The data are from 1,345 colleges and universities that participated in the survey in the fall of 2005, the most recent survey available.

For each university in the University of Maine System and for the System as a whole, the median national salary listed is the average of several categories:

- all public institutions,
- all institutions in the same Carnegie classifications (e.g. doctoral, masters or baccalaureate),
- public institutions in the same budget range,
- Carnegie category in the same budget range, and
- institutions in the same enrollment range.

The UMS president's/chancellor's salary is expressed as a percentage of the average of these median salaries for comparable institutions.

<u>University</u>	<u>National Median</u>	<u>UMS Salary</u>	<u>UMS as % of National</u>
University of Maine	\$232,355	\$195,000	84%
University of Maine at Augusta	\$175,985	\$125,000	71%
University of Maine at Farmington	\$175,985	\$126,522	72%
University of Maine at Fort Kent	\$163,408	\$120,000	73%
University of Maine at Machias	\$163,408	\$112,500	69%
University of Maine at Presque Isle	\$163,408	\$125,000	76%
University of Southern Maine	\$198,993	\$175,000	88%
University of Maine System	\$296,309	\$200,850	68%

8. Please provide statistics on the number of applications received annually.

- The University of Maine System has consistently received more than 13,000 admissions applications each fall.
- At 45,000 students annually, UMS enrolls 74% of students currently enrolled in public postsecondary education and 55% of students in public and private postsecondary education combined.
- Students come from all but two states in the country, Louisiana and Oklahoma, plus the District of Columbia. A total of 55.2% of out-of-state students (excluding international students) come from the other New England states. Massachusetts alone accounts for 23.1% of students coming from other states.
- More than 4,400 students are enrolled in masters, doctoral and law programs.
- The University of Maine System has students from 83 different countries enrolled. The largest delegation comes from Canada (813 or 68.9%).
- Every county in Maine sends at least 300 students to the University of Maine System. The largest numbers come from Cumberland (6,020), Penobscot (4,922), and Kennebec (3,166).
- Maine's public universities awarded an all-time high 5,508 degrees during the 2005-06 academic year; an increase of 177 over the previous year.
- Over 73% of degrees conferred are at the baccalaureate level; nearly 7% at the associate level; 17% at the masters level; and over 2.5% at the doctorate level (including law).
- The University of Maine System's land-grant institution enrolls more of Maine's high school valedictorians and salutatorians than all other Maine colleges and universities combined.

University of Maine System Applications, Acceptances, and Matriculants

UM		Fall 2003	Fall 2004	Fall 2005
	Applications	5,540	5,622	5,702
	Acceptances	4,204	4,445	4,580
	Matriculants	1,698	1,702	1,800
UMA		Fall 2003	Fall 2004	Fall 2005
	Applications	797	764	637
	Acceptances	772	728	598
	Matriculants	688	586	546
UMF		Fall 2003	Fall 2004	Fall 2005
	Applications	1,513	1,658	1,599
	Acceptances	1,093	1,189	1,189
	Matriculants	529	524	571
UMFK		Fall 2003	Fall 2004	Fall 2005
	Applications	774	973	793
	Acceptances	618	718	610
	Matriculants	357	399	376
UMM		Fall 2003	Fall 2004	Fall 2005
	Applications	696	513	500
	Acceptances	551	421	410
	Matriculants	237	151	186
UMPI		Fall 2003	Fall 2004	Fall 2005
	Applications	520	542	483
	Acceptances	454	471	417
	Matriculants	236	255	212
USM		Fall 2003	Fall 2004	Fall 2005
	Applications	3,346	3,398	3,305
	Acceptances	2,717	2,800	2,848
	Matriculants	959	951	1,009
UMS		Fall 2003	Fall 2004	Fall 2005
	Applications	13,186	13,470	13,019
	Acceptances	10,409	10,772	10,652
	Matriculants	4,704	4,568	4,700

9. *Please provide information on tuition waiver programs. Who qualifies, number of participants, annual dollars waived, qualification guidelines and other relevant information.*

Enclosed are two documents in response to this question:

- A chart entitled "Summary of Unrestricted E&G Tuition Waivers"
 - Annual dollars waived has increased 74% over the past 5 years to \$4.4 million in FY2006.
 - The largest dollar category is North American Indian. If scholarships for room and board are included, the total E&G financial aid funding provided for North American Indians in FY06 is approximately \$3.2 million.
- Administrative Practice Letter for University of Maine System Tuition Waivers.
 - This document explains who qualifies for each waiver, the qualification guidelines and other relevant information.

UNIVERSITY OF MAINE SYSTEM
Summary of Unrestricted E&G Tuition Waivers

Mandated by:

		FY02		FY03		FY04		FY05		FY06		% Change	
		\$	Recipients	\$	Recipients	\$	Recipients	\$	Recipients	\$	Recipients	\$	Recipients
State	Foster Care	58,229	21	93,444	26	107,072	29	150,560	42	132,729	35	128%	67%
State/UMS	High School Aspirations	349,808	762	352,461	757	304,000	656	426,109	838	471,410	839	35%	10%
State	Law Enforcement	9,240	2	6,316	2	10,745	3	6,081	2	2,670	2	-71%	0%
UMS	North American Indian*	1,377,943	502	1,628,529	543	1,954,170	589	2,185,692	612	2,487,594	611	81%	22%
UMS	Senior Citizens	84,159	133	81,145	125	99,857	133	94,102	132	99,734	120	19%	-10%
State	Veteran's Dependent	652,384	238	819,300	253	981,547	280	1,051,674	284	1,200,467	314	84%	32%
TOTALS		<u>\$2,531,763</u>	1,658	<u>\$2,981,195</u>	1,706	<u>\$3,457,391</u>	1,690	<u>\$3,914,218</u>	1,910	<u>\$4,394,604</u>	1,921	74%	16%

*In addition to the waiver, universities also provide room & board scholarships for eligible North American Indian students who live on campus - approximately \$700,000 annually

MW09/FY06
3/2/07

ADMINISTRATIVE PRACTICE LETTER

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SUBJECT: UNIVERSITY OF MAINE SYSTEM TUITION WAIVERS

GENERAL

The University of Maine System Board of Trustees has established a number of different tuition and fee waiver programs for the benefit of students attending the University. Generally, waivers are like entitlement programs - if a student meets certain criteria, that student is not required to pay all or a portion of the University tuition and, in some cases, fees.

The various tuition waivers established by Board policy do not ordinarily apply to non-credit courses. These are courses that are not part of the normal curriculum and are often offered as a public service. The charges for such programs are established locally, and are not covered by tuition set by the Board of Trustees.

The current Board policy on Tuition Waivers (Policy 703.1) states: "University tuition waivers and scholarships will be administered so that total financial aid does not exceed a student's total educational costs." In some cases, applicants eligible to receive University Of Maine System tuition waivers are also eligible to receive benefits from non-University financial aid programs, and the total available aid may exceed a student's total educational costs.

This letter sets guidelines for administering UMS established tuition waivers so that the total financial aid a student may receive does not exceed a student's total educational cost based on interpretation of Board Policy and Federal Regulations. Where UMS Policy and Federal Financial Aid Regulations differ, Federal Regulations will prevail.

GUIDELINES

1. UMS tuition waivers will be administered so that total financial aid does not exceed a student's total educational costs.
2. "Total financial aid" is to be defined as all federal, state and institutional aid, and educational assistance from outside sources, etc.
3. Sequence of reducing excess aid:
 1. Self-help aid, e.g., need-based loan funds or work-study funds
 2. Grants/Scholarships
 3. University Scholarships
 4. UMS Waivers
4. Exception: A University may change the sequence in reducing excess aid if requested by the student in writing and the Financial Aid Director believes the change benefits the student. For example: A student employed may feel the experience gained from employment outweighs the benefit received from obtaining University scholarship funds; thus the student may want the University scholarship reduced instead of having work-study reduced. In rare cases, a waiver may be adjusted out of sequence as long as other grants and scholarships are retained to assist the student.

ADMINISTRATIVE PRACTICE LETTER

SUBJECT: UNIVERSITY OF MAINE SYSTEM TUITION WAIVERS

WAIVERS

UNIVERSITY ESTABLISHED

North American Indian

The University of Maine System has a waiver program for qualified and eligible North American Indians whose names are included on the current tribal census or who have at least one parent or grandparent who are included on the current tribal census of the Passamaquoddy Tribe, the Penobscot Nation, the Houlton Band of Maliseet, the Aroostook Band of Micmac, or who have lived in Maine for at least twelve months immediately prior to application and who are included on a current tribal census or who have at least one parent or grandparent who were included on the census of a state, federal, or provincial North American Indian Tribe or held a band number of the Maliseet or Micmac Tribes. This program covers tuition and mandatory fees (required fees charged of all students enrolled at the institution and automatically assessed at the time of registration exclusive of travel and accommodation fees related to travel courses).

Tuition and mandatory fees will be waived for qualified students, both matriculated and non-matriculated, who are enrolled in academic, credit-bearing courses at the undergraduate, graduate, or continuing education level at the campuses of the University of Maine System. To maintain the waiver, students must remain eligible to register for classes.

Program details are available from the North American Indian Coordinator at each University.

Senior Citizens

For the purpose of administering this waiver, "senior citizens" are defined as Maine residents who are, or will become, 65 years of age during the semester for which they are requesting the waiver.

The Board of Trustees authorizes the waiver of tuition and Board-approved mandatory fees for senior citizens who register for undergraduate courses on a credit or audit basis at any university of the University of Maine System.

Enrollment will be subject to space availability.

ADMINISTRATIVE PRACTICE LETTER

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SUBJECT: UNIVERSITY OF MAINE SYSTEM TUITION WAIVERS

USS Maine Commemorative Tuition Waiver Program

Tuition will be waived for eligible members of the *USS Maine's* crew, their spouses, and dependent children. Eligible crew members and families will be limited to the initial crew and those assigned to the ship within one year of its commissioning. Universities with over 1,000 students will be expected to carry up to two tuition waivers, and those under 1,000 students to carry up to one tuition waiver. Each waiver will be for \$2,500 or the cost of tuition, if less.

High School Aspirations Incentive Program

To raise educational aspirations, students in their junior and senior years currently attending Maine High Schools, whether private or public (or being home schooled in Maine homes), and adult education diploma candidates who are within one calendar year of diploma completion are eligible for the High School Aspirations Incentive Program. The in-state student waiver is one half the in-state tuition rate for one course or three credit hours per semester (fall and spring semesters only). The waiver for out-of-state students attending Maine High Schools is one half the out-of-state tuition rate for one course or three credit hours per semester (fall and spring semesters only).

Traditional high school students must have school approval, parental approval, a minimum high school grade point average (GPA) of B or better and junior or senior standing. Adult education students must have approval from the adult education director and/or counselor and must have maintained a B or above average in their adult education course work.

Students can take any academic course for which they have met the course prerequisites as long as there is space available. The program is limited to regular university courses taught by University faculty through direct, on-site instruction at a University of Maine System university or center.

STATE MANDATED (ADJUSTABLE)

Veteran's Dependent Waiver

Per Maine law, tuition and mandatory fees and lab fees will be waived for eligible orphans, widows & widowers of veterans as well as spouses and children of veterans who are disabled, missing in action, etc. Initial eligibility is determined by the Veterans Affairs Office of the State of Maine. Students must be enrolled in an associate's, bachelor's or master's degree program. The waiver will be administered so that total financial aid does not exceed a student's total education cost. MRSA, Title 37-B, Section 505, as amended 2002, P.L. c.662.

ADMINISTRATIVE PRACTICE LETTER

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SUBJECT: UNIVERSITY OF MAINE SYSTEM TUITION WAIVERS

STATE MANDATED (NON-ADJUSTABLE)

Tuition Waiver for Children of Firefighters and Law Enforcement Officers Killed in the Line of Duty

Per Maine law, tuition will be waived for eligible students but will be limited to undergraduate degree programs and shall be limited to the earlier of not more than five years of full-time enrollment or its equivalent, or receipt of a Baccalaureate Degree. A person desiring a tuition waiver should apply to the Department of Education for determination of eligibility. MRSA, Title 20-A, Section 12551, as enacted 1985, P.L. c.472.

Tuition Waiver for Persons in Foster Care, subsidized adoptive care, or minor wards of a subsidized permanency guardian upon graduating from high school or successfully completing a GED examination

Tuition will be waived for eligible Maine students who have applied for federal student financial aid. These students must be enrolled in an undergraduate or certificate program of at least one year and not been enrolled full-time for more than five years or the equivalent. A person desiring a tuition waiver should apply to the Finance Authority of Maine for determination of eligibility. No more than 28 new waivers will be awarded in each year. MRSA, Title 20-A, Section 12573, as enacted 1999, P.L. c.216 and amended in 2003 and 2006.

Waiver Accounting Guidelines

1. Student tuition and fees should be recorded and reported as revenue at the full amount in the appropriate accounts.
2. The amount of the waivers should be offset against tuition by charging the account specifically provided for that purpose.

Related Documents:

Board Policy 703 Tuition

Board Policy 703.1 Tuition Waivers

APL Section IX-A Tuition, Room and Board, and Fee Refunds

APPROVED:

Chief Financial Officer and Treasurer

10. *Please provide information on how many campuses offer 'developmental' or 'remedial' courses, which campuses, the percentage of students who need to take them, how many students need to take more than one and which subject areas have the highest need.*

- The following table lists remedial courses offered by the seven UMS universities for Fall 2006. The table includes the number of students enrolled and equivalent credit hours for each course.
- It is important to note that the total headcount for the campuses and for UMS will count the same student more than once if they are taking multiple remedial courses. For instance, if a university offered three courses with total headcount of 45, there might only be 15 students taking those courses, but each one will take all three.
- Each university has its own threshold for determining which students require remedial or developmental education.

University of Maine System

Fall 2006 Remedial Course Headcount and Course Hours by Campus

UM	Remedial Course	Headcount	Course Hours	% of Total First-year Students*
	ONWARD COMPOSITION	43	129	
	PRE-ALGEBRA	12	36	
	INTRODUCTORY ALGEBRA	34	105	
	INTERMEDIATE ALGEBRA	26	78	
	ONWARD ORIENTATION I	43	43	
	INTRO TO ACADEMIC READING	43	129	
	ONWARD BIOLOGY	42	126	
	TOTAL	481	646	1.8%
UMA	Remedial Course	Headcount	Course Hours	% of Total First-year Students*
	BASIC WRITING	105	333	
	WRITING IMPROVEMENT	60	186	
	FOUNDATIONS OF MATHEMATICS	239	780	
	INTRO ALGEBRA (PART I)	78	249	
	INTRO TO ALGEBRA (PART II)	8	30	
	ALGEBRA I	183	582	
	READING FOR UNDERSTANDING	105	324	
	TOTAL	778	2,484	15.2%
UMF	Remedial Course	Headcount	Course Hours	% of Total First-year Students*
	BRIDGE MATH	10	30	
	BRIDGE ALGEBRA	12	36	
	BRIDGE ENGLISH	26	78	
	INTENSIVE ENGLISH	66	198	
	BASIC MATHEMATICS	11	33	
	BASIC ALGEBRA	11	33	
	TOTAL	136	408	3.6%
UMFK	Remedial Course	Headcount	Course Hours	% of Total First-year Students*
	COLLEGE READING	25	75	
	INTRODUCTORY WRITING	11	33	
	MATHEMATICS APPLICATIONS	7	21	% of Total First-year Students*
	TOTAL	43	129	4.0%

Note: Headcount enrollment counts the same student more than once if the student is taking multiple remedial courses.

Remedial courses do not include English as Second Language (ESL) or Intensive English Institute (IEI).

*% of First-year students is a the portion of credit hours of first year students (students accumulating between 0-29 credit hours) taking remedial courses.

University of Maine System

Fall 2006 Remedial Course Headcount and Course Hours by Campus

UMM	Remedial Course	Headcount	Course Hours	% of Total First-year Students*
	ALGEBRA I	29	87	
	ARITH COLL STDNTS MOD	21	63	
	BASIC WRITING	3	9	
	DEVELOPMENTAL WRITING LAB	16	48	
	FOUNDATIONS OF MATHEMATICS	3	9	
	READING FOR UNDERSTANDING	1	3	
	TOTAL	73	219	5.6%

UMPI	Remedial Course	Headcount	Course Hours	% of Total First-year Students*
	FOUNDATION FOR COLL COMP	42	135	
	FOUNDATION FOR COLL MATH	47	147	
	FOUNDATION FOR COLLEGE READING	29	99	
	FOUNDATION FOR COLL SCIENCE	34	108	
	ELEMENTARY ALGEBRA	59	186	
	TOTAL	211	675	8.4%

USM	Remedial Course	Headcount	Course Hours	% of Total First-year Students*
	DEVELOPMENTAL WRITING	408	1,260	
	TRANSITION TO COLLEGE PART 1	5	8	
	SEMINAR IN LIFE LONG LEARN I	7	11	
	DEVELOPMENTAL MATHEMATICS	263	813	
	ELEMENTARY ALGEBRA	185	585	
	INTERMEDIATE ALGEBRA	191	582	
	TOTAL	1,170	3,267	12.3%

UMS	Remedial Course	Headcount	Course Hours	% of Total First-year Students*
	Total Remedial Courses	2,892	7,828	7.5%

Note: Headcount enrollment counts the same student more than once if the student is taking multiple remedial courses.

Remedial courses do not include English as Second Language (ESL) or Intensive English Institute (IEI).

*% of First-year students is the portion of credit hours of first year students (students accumulating between 0-29 credit hours) taking remedial courses.

11. Please provide statistics on FTE students versus FTE faculty members for the system as a whole and for each campus within the system. Please provide the most recent data available and trend data for the past five years.

**University of Maine System
Student / Faculty Ratios (FTE)
2001 - 2005**

		2001	2002	2003	2004	2005
UM	Student FTE	8,335	8,665	8,923	9,054	9,204
	Faculty FTE	758	736	717	709	704
Student/Faculty Ratio		11:1	12:1	12:1	13:1	13:1

UMA	Student FTE	2,690	2,769	2,936	2,806	2,759
	Faculty FTE	152	144	149	150	152
Student/Faculty Ratio		18:1	19:1	20:1	19:1	18:1

UMF	Student FTE	2,117	2,093	2,116	2,087	2,149
	Faculty FTE	129	131	136	139	148
Student/Faculty Ratio		16:1	16:1	16:1	15:1	15:1

UMFK	Student FTE	694	708	779	907	919
	Faculty FTE	42	42	40	43	46
Student/Faculty Ratio		17:1	17:1	19:1	21:1	20:1

UMM	Student FTE	653	680	754	666	626
	Faculty FTE	48	48	51	51	49
Student/Faculty Ratio		14:1	14:1	15:1	13:1	13:1

UMPI	Student FTE	1,058	1,158	1,207	1,293	1,242
	Faculty FTE	76	77	71	72	70
Student/Faculty Ratio		14:1	15:1	17:1	18:1	18:1

USM	Student FTE	6,844	7,296	7,223	7,305	7,348
	Faculty FTE	496	519	480	496	500
Student/Faculty Ratio		14:1	14:1	15:1	15:1	15:1

UMS	Student FTE	22,391	23,369	23,938	24,118	24,247
	Faculty FTE	1,701	1,697	1,644	1,660	1,669
Student/Faculty Ratio		13:1	14:1	15:1	15:1	15:1

12. *Please provide statistics on FTE students versus FTE administrators for the system as a whole and for each campus within the system. Please provide the most recent data available and trend data for the past five years.*

The following charts indicate that Maine's public universities and the University of Maine System itself compare favorably against national averages. This information differs from some of the statements contained in the recent Brookings Institution report.

Because of those inconsistencies, the University of Maine System conducted a preliminary analysis of data upon which the Brookings Report is based. As a result of that analysis, the University System would like to address certain aspects of the report as it pertains to Question 12:

- The Brookings Report used US Census Bureau data, which aggregates all data for all public universities and colleges in each state to provide a single, all-encompassing depiction of higher education. The numbers used to express Maine's status do not present the individual data of Maine's three public higher education entities: the Maine Community College System; Maine Maritime Academy; and the University of Maine System.
- Based on our own reporting error, the Brookings Report data under-represented the University of Maine System's part-time instructional staff. As a result, it negatively skews the ratio of instructional employees (i.e., full-time and part-time faculty) to non-instructional employees.
- Though no doubt unintentional, the report's assessment of the University System misrepresents certain data when it states that Maine leads the nation "with \$2.13 going to non-instructional payroll for every dollar going to instructional payroll." This statement appears to be based – at least in part – on the above-mentioned reporting error.
- The terms "non-instructional employee" and "non-instructional payroll" have been interpreted by some readers of the report as representing "administrators." While administrators are, indeed, non-instructional employees, the category also includes a wide variety of essential non-teaching staff members, such as librarians, public safety officers, custodians, and clerical workers. As of 2006, university administrators constituted 3.4% of all UMS employees.
- Even with those corrections, Maine will tend to exceed the national ratio of non-instructional employees to instructional employees for several reasons:
 - By statute and by practice, Maine's higher education structure places a heavy emphasis on geographic access to post-secondary opportunities.
 - We have three distinct public higher education systems, each with specific missions.
 - Each institution within those systems requires certain core levels of services, facilities, and functions.

In fact, the University of Maine System ranks favorably in administrative efficiency when comparing student-to-administrator and faculty-to-administrator ratios, as demonstrated in the table below.

UMS FTE Student/Faculty to Administrator Ratios

		Student/ Administrator	Faculty/ Administrator
1999	UMS	108:1	8:1
	US Average	70:1	5:1
2001	UMS	126:1	10:1
	US Average	79:1	5:1
2003	UMS	127:1	9:1
	US Average	69:1	4:1

Source: National data - NCES; UMS - HR

Note: The larger number represents a higher level of efficiency.

It also ranks favorably when comparing the ratio of students to non-instructional faculty. When analyzing this chart, one must take into consideration other university-based programs and services that may skew ratios. The most conspicuous examples would include the hundreds of non-instructional university employees paid through grants and contracts to work on research projects; their inclusion would exaggerate the ratio of non-instructional employees to students.

University of Maine System Student / All-Personnel (Non-Faculty) Ratios (FTE) 2001 - 2005

		2001	2002	2003	2004	2005
UM	FTE Students	8,335	8,665	8,923	9,054	9,204
	FTE Personnel (Non-faculty)	1,634	1,567	1,630	1,642	1,666
Student/Personnel (Non-Faculty) Ratio		5:1	6:1	5:1	6:1	6:1

		2001	2002	2003	2004	2005
UMA	FTE Students	2,690	2,769	2,936	2,806	2,759
	FTE Personnel (Non-faculty)	181	182	191	199	196
Student/Personnel (Non-Faculty) Ratio		15:1	15:1	15:1	14:1	14:1

		2001	2002	2003	2004	2005
UMF	FTE Students	2,117	2,093	2,116	2,087	2,149
	FTE Personnel (Non-faculty)	225	213	216	227	222
Student/Personnel (Non-Faculty) Ratio		9:1	10:1	10:1	9:1	10:1

		2001	2002	2003	2004	2005
UMFK	FTE Students	694	708	779	907	919
	FTE Personnel (Non-faculty)	74	77	78	81	80
Student/Personnel (Non-Faculty) Ratio		9:1	9:1	10:1	11:1	11:1

		2001	2002	2003	2004	2005
UMM	FTE Students	653	680	754	666	626
	FTE Personnel (Non-faculty)	76	67	64	60	65
Student/Personnel (Non-Faculty) Ratio		9:1	10:1	12:1	11:1	10:1

		2001	2002	2003	2004	2005
UMPI	FTE Students	1,058	1,158	1,207	1,293	1,242
	FTE Personnel (Non-faculty)	110	104	102	109	106
Student/Personnel (Non-Faculty) Ratio		10:1	11:1	12:1	12:1	12:1

		2001	2002	2003	2004	2005
USM	FTE Students	6,844	7,296	7,223	7,305	7,348
	FTE Personnel (Non-faculty)	967	1,005	1,069	1,062	1,102
Student/Personnel (Non-Faculty) Ratio		7:1	7:1	7:1	7:1	7:1

		2001	2002	2003	2004	2005
UMS*	FTE Students	22,391	23,369	23,938	24,118	24,247
	FTE Personnel (Non-faculty)	3,457	3,401	3,552	3,592	3,645
Student/Personnel (Non-Faculty) Ratio		6:1	7:1	7:1	7:1	7:1

*UMS total FTE non-faculty personnel include system-wide services and University College Outreach.