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Program Elimination Proposal: Master of Public Administration

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Program Elimination Proposal: Master of Public Administration

The Master of Public Administration (MPA) program was suspended by the Chancellor of the University of Maine System on March 2, 2011. The suspension was based on a recommendation by the Academic Program Prioritization Working Group (APPWG) and a decision by the President of the University of Maine.

The MPA program was housed in the Department of Public Administration. Following the suspension, no new students were admitted into the program. A plan was put in place to teach out required Public Administration classes and allow students who at the time were in the program to finish it, assuming normal progress and satisfactory academic performance. All classes that existing students needed to graduate were offered by the end of summer 2012. Students received extensive advising about program requirements and the possibility that the program might eventually be closed.

The Department of Public Administration was closed in June 2012, following the retirement (effective or pending) and reassignment of the faculty. Of the four full-time regular faculty members, three (Associate Professor Edward Laverty, Professor Kenneth Nichols, and Professor Thomas Taylor) retired or are about to retire, and the fourth (Associate Professor Carolyn Ball) was transferred to a similar appointment at the University of Southern Maine.

As existing students graduate, and no classes in Public Administration are offered any longer, the next logical step is to eliminate this program, which is the purpose of this proposal. Concurrently, a similar proposal is being submitted to eliminate the undergraduate program offered by the Department of Public Administration, the Bachelor of Science in Public Management.

Program Quality. The decision to suspend the program and later to close the department was not based on program quality but reflected the consistently low enrollment over the preceding years. When in 2010 the College of Business, Public Policy and Health was directed to identify and implement budget cuts of approximately 20%, a strategic decision was made to identify and preserve programs that contributed most to the teaching, research, and service mission of the University, and eliminate others with smaller contributions. This program for which demand was low (please see section on Public Demand below) was identified as one with a relatively low contribution.

Centrality to the Mission of the University. While the MPA program was consistent with the mission of the University, its role can be reasonably accomplished through alternative graduate programs in Business Administration and Economics, which together have substantially higher enrollment. That is why the program cannot be considered central to the mission.

Cost of Instruction. The Department's budget was \$524,000 which provided for instruction of the Bachelor of Arts in Public Management and the Master of Public Administration programs. This cost was deemed too high relative to the number of students in these programs.

Cost of Research. The extramural funding generated by faculty in the Department of Public Administration (\$20,824 total over the five year period 2006-2010) was not sufficient to offset the negative impact of low enrollment.

Cost of Public Service. There is no question that the Department has provided valuable public service. At the same time, the budget reality coupled with low enrollment forces the University to focus its public service contributions elsewhere. Furthermore, similar public service is provided by another unit of the University of Maine System, USM's Muskie School.

Public Demand. The major reason to suspend the programs in Public Administration and Public Management and target them for elimination was the very low enrollment in the latter: for the period 2001-2009, the average size of the incoming class in the undergraduate program was only 4.2 students. The MPA program had a higher enrollment, 10.1 students on the average over the same period, but the sum of the two was deemed insufficient to keep the Department operating. The University of Maine has partnered with the University of Southern Maine, specifically by transferring Associate Professor Carolyn Ball to USM, to continue providing instruction in this area to students in the state. There is hardly sufficient demand for two such graduate programs in Public Administration in the state.

Other Costs and Benefits. N.A.

Total Net Cost Savings of Program Elimination. These are estimated for the joint elimination of the Bachelor of Arts in Public Management and the Master of Public Administration degrees, as neither alone was sufficient to maintain the Department of Public Administration.

Total cost of instruction:

\$524,000

Total estimated tuition revenue:

4.2 UG students * (\$10,200 in-state annual tuition+fees*89% + \$14,800 NEBHE tuition+fees*11%) -- 30% financial aid discount= \$31,419

10.1 MPA students * (\$8,632 in-state annual tuition+fees*96% + \$23,770 out of state tuition+fees* 4%) -- 30% financial aid discount = \$65,738

Total: \$31,419+\$65,738=\$97,157

Net savings:

\$524,000--\$97,157= \$426,843

Assumptions:

- The cost of instruction is the budget of the Department of Public Administration prior to the start of the APPWG process in Fall 2009.

- Revenue is generated by students who come to the University of Maine specifically to study Public Management or Public Administration and would not consider a substitute major.
- The numbers for students are averages of the incoming class in Public Management or Public Administration, respectively, for the period 2001-2009.
- The proportion of out-of-state and NEBHE students are the historical averages for the period 2001-2009.
- These students take full load of classes (30 UG credits or 18 graduate credits a year).
- Tuition and fees are for 2012-13.

Appendix A. A five-year summary of program enrollments
(number of majors and number of graduates)

	MPA Enrolled Students	MPA Degrees Conferred
2012/13	2	6*
2011/12	23	18
2010/11	33	9
2009/10	35	11
2008/09	39	12

* August and December 2012 graduations.

Appendix B. A five-year summary of course section enrollments

PAA 505

Su09 (0930)	11	Nichols
Su11 (1130)	12	Nichols
Sp12 (1220)	1	Nichols

PAA 516

F08 (0910)	11	Nichols
F09 (1010)	19	Nichols
F10 (1110)	11	Nichols
F11 (1210)	21	Nichols

PAA 520

Sp10 (1020)	9	Laverty
Su11 (1130)	6	Laverty

PAA 540

Sp09 (0920)	11	Crooker
F09 (1010)	7	Ferenc
Sp10 (1020)	12	Crooker
Sp11 (1120)	7	Crooker
Sp12 (1220)	14	Crooker

PAA 550

F08 (0910)	10	Ball
Sp09 (0920)	7	Ball
F09 (1010)	19	Ball
F10 (1110)	10	Ball
F11 (1210)	12	Ball

PAA 560

Not offered

PAA 580

F08 (0910)	4	Fisk
Sp10 (1020)	6	Taylor
Sp11 (1120)	5	Fisk
Sp12 (1220)	3	Taylor

PAA 600

F08 (0910)	19	Laverty
F09 (0910)	15	Laverty
F10 (1110)	17	Laverty
F11 (1210)	3	Laverty

PAA 605

F08 (0910)	9	Taylor
Sp09 (0920)	7	Taylor
F10 (1110)	4	Taylor
Sp11 (1120)	8	Taylor

PAA 620

Sp09 (0920)	8	Nichols
F10 (1110)	12	Nichols

PAA 625

F09 (1010)	8	Ball
F11 (1210)	6	Ball

PAA 627

Sp09 (0920)	14	Laverty
Sp10 (1020)	6	Laverty
Sp11 (1120)	19	Laverty
Sp12 (1220)	7	Laverty

PAA 630

Sp09 (0920)	13	Ball
Sp10 (1020)	27	Nichols
Sp11 (1120)	18	Ball

PAA 640

Not Offered

PAA 645

F08 (0910)	10	Wypyski
F10 (1110)	10	Wypyski

PAA 655

F09 (1010)	9	Madson
Su12 (1230)	3	Madson

PAA 683

Sp09 (0920)	8	Nichols
Sp10 (1020)	10	Nichols
Sp11 (1120)	13	Ball
Sp12 (1220)	17	Nichols

PAA 685

Not Offered

PAA 691

F08 (0910)	9	Nichols
Sp09 (0920)	6	Morrison
Su10 (1030)	7	Madson/Ball
Sp11 (1120)	7	Leach
Su11 (1130)	5	Ball
Su12 (1230)	3	Nichols

PAA 696

F08 (0910)	3	Ball/Taylor
Sp09 (0920)	1	Ball/Taylor
F09 (1010)	1	Ball/Taylor
Sp10 (1020)	1	Taylor
Su10 (1030)	2	Ball
F10 (1110)	1	Ball/Taylor
Sp11 (1120)	2	Ball
Su11 (1130)	2	Ball
F11 (1210)	1	Ball/Taylor
Sp12 (1220)	1	Taylor
Su12 (1230)	1	Taylor

Appendix C. A five-year summary of full-time faculty equivalents associated with the program*

Full-Time Faculty Equivalents

2012/13	1.5
2011/12	3.4
2010/11	4.1
2009/10	4.8
2008/09	4.8

Data reflects FTE for the Department of Public Administration undergraduate and graduate programs together.

Appendix D. A five-year summary of budgets.

FY13

Revenue		10												
Fiscal Yr	Period	Business	Dept/Id	Fur	Account	Description	Class	Base Budget	Current Budget	Current Month	Year to Date	Project to Date	Encumbrance	Budget Variance
2013	S	UMS05	5302100	00	80000	Transfers From E&G		0.00	-288969.40	0.00	-288969.40	-288969.40	0.00	0.00
2013	S	UMS05	5302100	00	30013	Fac Sal Adjunct Fall		0.00	0.00	0.00	0.00	0.00	0.00	0.00
2013	S	UMS05	5302100	00	30100	AFUM Faculty Salaries Base		0.00	190864.86	0.00	116401.91	116401.91	74462.55	0.00
2013	S	UMS05	5302100	00	32009	Hourly Addtl Comp		0.00	0.00	0.00	-1230.00	-1230.00	0.00	1230.00
2013	S	UMS05	5302100	00	34800	Employee Benefits Distribution		0.00	98104.34	0.00	39830.36	39830.36	38273.96	0.00
2013	S	UMS05	5302100	00	34810	Employee Ben Dist - Temp Empl		0.00	0.00	0.00	-100.00	-100.00	0.00	100.00
2013	S	UMS05	5302100	00	60300	Memberships Dues & Fees		0.00	0.00	640.00	640.00	640.00	0.00	-640.00
2013	S	UMS05	5302100	00	60400	Postage & Delivery Svc		0.00	0.00	0.00	18.08	18.08	0.00	-18.08
2013	S	UMS05	5302100	00	64000	Telephone & Telecommunications		0.00	0.00	23.00	604.39	604.39	0.00	-604.39
2013	S	UMS05	5302100	00	70000	Transfers To E&G	10	0.00	0.00	0.00	673.33	673.33	0.00	-673.33

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FY12

Reven		23												
Fiscal	Period	Busine	Deptid	Fun	Account	Description	Cl	Base Budget	Current Budget	Current Month	Year to Date	Project to Date	Encumbrance	Budget Variance
2012	12	UMS05	3302100	00	TRAN_IN	Transfers In		0.00	-11313.17	0.00	-11313.17	-11313.17	0.00	0.00
2012	12	UMS05	3302100	00	REVENUE	Revenue		0.00	-11313.17	0.00	-11313.17	-11313.17	0.00	0.00
2012	12	UMS05	3302100	00	FAC_SAL	Faculty Salaries		339660.00	337160.00	29846.85	339391.95	339391.95	0.00	-2231.95
2012	12	UMS05	3302100	00	WAGES	Wages		0.00	2500.00	3750.00	3234.80	3234.80	0.00	-734.80
2012	12	UMS05	3302100	00	SAL_WAGES	Salaries & Wages		339660.00	339660.00	33596.85	342626.75	342626.75	0.00	-2966.75
2012	12	UMS05	3302100	00	EMP_BENERTS	Employee Benefits		163227.00	164425.88	14133.34	164425.87	164425.87	0.00	0.01
2012	12	UMS05	3302100	00	COMPENSATION	Compensation		304887.00	304085.88	47730.39	307052.62	307052.62	0.00	-2966.74
2012	12	UMS05	3302100	00	MEMBERSHIP_DUE	Memberships, Dues, and Fees		1810.00	3013.30	0.00	3013.30	3013.30	0.00	0.00
2012	12	UMS05	3302100	00	POSTAGE	Postage & Shipping		1644.00	140.70	55.88	131.96	131.96	0.00	8.74
2012	12	UMS05	3302100	00	ADVERTISING	Advertising		705.00	0.00	0.00	0.00	0.00	0.00	0.00
2012	12	UMS05	3302100	00	PRINTING	Printing and Copying		234.00	0.00	0.00	0.00	0.00	0.00	0.00
2012	12	UMS05	3302100	00	RENT_LEASE	Rental and Leasing		2880.00	0.00	0.00	0.00	0.00	0.00	0.00
2012	12	UMS05	3302100	00	SUPPLIES	Supplies & Materials		1044.00	8773.75	3111.86	6323.98	6323.98	0.00	2449.77
2012	12	UMS05	3302100	00	TRAVEL	Travel		3180.00	1868.33	0.00	1868.33	1868.33	0.00	0.00
2012	12	UMS05	3302100	00	EQ_LT_3K	Equipment Unit Cost < \$5,000		0.00	1208.00	26798.00	27016.00	27016.00	0.00	-25808.00
2012	12	UMS05	3302100	00	EQUIP_3K+	Equipment Unit Cost >= \$5000		0.00	12055.15	-12904.00	-12904.00	-12904.00	0.00	24959.15
2012	12	UMS05	3302100	00	TEL_COMM	Telephone and Communication		4252.00	3407.96	-160.81	2832.57	2832.57	0.00	573.39
2012	12	UMS05	3302100	00	MAINT_EQUIP	Maintenance of Equipment		1689.00	303.98	43.64	197.62	197.62	0.00	106.36
2012	12	UMS05	3302100	00	MISC_EXP	Miscellaneous Expenses		0.00	0.00	0.00	0.00	0.00	0.00	0.00
2012	12	UMS05	3302100	00	SUPPLY_SVCS	Supplies & Services		19438.00	30771.17	18946.57	28479.76	28479.76	0.00	2291.41
2012	12	UMS05	3302100	00	EXP_AND_TRFR	Expenses and Transfers		324345.00	334857.05	66676.96	333332.38	333332.38	0.00	-673.33
2012	12	UMS05	3302100	00	EXPENSES	Net Expenses		324345.00	334857.05	66676.96	333332.38	333332.38	0.00	-673.33
2012	12	UMS05	3302100	00	NET_REV_EXP	Net Revenue and Expenses		324345.00	323543.88	66676.96	324219.21	324219.21	0.00	-673.33

FY11

Revenue		24												
Fiscal Yr	Perk	Business	Deptid	Fund	Account	Description	Class	Base Budget	Current Bud	Current Month	Year to Date	Project to Date	Encumbr	Budget Variance
2011	12	UM505	5302100	00	80000	Transfers From E&G		0.00	-3556.00	0.00	-3556.00	-3556.00	0.00	0.00
2011	12	UM505	5302100	00	80000	Transfers From E&G	10	0.00	-5533.09	0.00	-5533.09	-5533.09	0.00	0.00
2011	12	UM505	5302100	00	50006	Fac Sal Stipend Chair		2000.00	2000.00	166.67	2000.04	2000.04	0.00	-0.04
2011	12	UM505	5302100	00	50007	Fac Sal Stipend Coordinator		2000.00	2000.00	166.67	1833.37	1833.37	0.00	166.63
2011	12	UM505	5302100	00	50009	Fac Sal Additional Comp		0.00	1800.00	0.00	1800.00	1800.00	0.00	0.00
2011	12	UM505	5302100	00	50013	Fac Sal Adjunct Fall		0.00	14097.00	0.00	14097.00	14097.00	0.00	0.00
2011	12	UM505	5302100	00	50014	Fac Sal Adjunct Spring		7035.00	5767.00	-625.00	5142.00	5142.00	0.00	625.00
2011	12	UM505	5302100	00	50100	AFUM Faculty Salaries Base		328625.00	328625.00	27384.43	328779.83	328779.83	0.00	-154.83
2011	12	UM505	5302100	00	52200	Wages COLT		33489.00	33489.00	3091.21	33616.92	33616.92	0.00	-127.92
2011	12	UM505	5302100	00	54800	Employee Benefits Distribution		190014.00	190073.45	15989.86	190073.45	190073.45	0.00	0.00
2011	12	UM505	5302100	00	54810	Employee Ben Dist - Temp Empl		591.00	1767.28	-52.50	1767.28	1767.28	0.00	0.00
2011	12	UM505	5302100	00	60300	Memberships Dues & Fees		1810.00	1810.00	0.00	0.00	0.00	0.00	1810.00
2011	12	UM505	5302100	00	60400	Postage & Delivery Svc		1644.00	1644.00	20.19	170.14	170.14	0.00	1473.86
2011	12	UM505	5302100	00	60500	Advertising		705.00	705.00	0.00	0.00	0.00	0.00	705.00
2011	12	UM505	5302100	00	60600	Printing & Copying Svcs		254.00	254.00	0.00	0.00	0.00	0.00	254.00
2011	12	UM505	5302100	00	60800	Rentals & Leases		2880.00	928.80	0.00	0.00	0.00	0.00	928.80
2011	12	UM505	5302100	00	61000	Supplies and Materials		1044.00	1028.86	-192.00	753.73	753.73	0.00	275.13
2011	12	UM505	5302100	00	61008	Interdepartmnt Service & Sales		0.00	15.14	0.00	15.14	15.14	0.00	0.00
2011	12	UM505	5302100	00	61400	In-State Travel		0.00	0.00	0.00	0.00	0.00	0.00	0.00
2011	12	UM505	5302100	00	61400	In-State Travel	05	2180.00	877.00	0.00	709.01	709.01	0.00	167.99
2011	12	UM505	5302100	00	61500	Out of State Travel		3000.00	0.00	0.00	0.00	0.00	0.00	0.00
2011	12	UM505	5302100	00	64000	Telephone & Telecommunications		4252.00	3631.00	274.10	3298.40	3298.40	0.00	332.60
2011	12	UM505	5302100	00	64700	Maintenance of Equipment		1689.00	1689.00	494.51	494.51	494.51	0.00	1194.49
2011	12	UM505	5302100	00	65500	Unassigned Budget		0.00	106.46	0.00	0.00	0.00	0.00	106.46

FY10

Revenue		29												
Fiscal Y	Period	Busines	Deptid	Fund	Account	Description	Class	Base Budget	Current Budg	Current Mont	Year to Date	Project to Date	Encumb	Budget Variance
2010	12	UMS05	5302100	00	42119	Course Fees		0.00	-1000.00	0.00	-1000.00	-1000.00	0.00	0.00
2010	12	UMS05	5302100	00	80000	Transfers From E&G		0.00	-9481.19	-5925.19	-9481.19	-9481.19	0.00	0.00
2010	12	UMS05	5302100	00	50006	Fac.Sal Stipend Chair		2000.00	2000.00	166.67	2000.04	2000.04	0.00	-0.04
2010	12	UMS05	5302100	00	50007	Fac.Sal Stipend Coordinator		2000.00	1001.00	0.00	1000.02	1000.02	0.00	0.98
2010	12	UMS05	5302100	00	50009	Fac.Sal Additional Comp		0.00	1800.00	0.00	1800.00	1800.00	0.00	0.00
2010	12	UMS05	5302100	00	50014	Fac.Sal Adjunct Spring		7035.00	20151.00	0.00	20151.00	20151.00	0.00	0.00
2010	12	UMS05	5302100	00	50100	AFUM Faculty Salaries Base		328625.00	326717.00	27384.43	326705.08	326705.08	0.00	11.92
2010	12	UMS05	5302100	00	52011	Classified Overtime		0.00	-807.00	0.00	-875.79	-875.79	0.00	68.79
2010	12	UMS05	5302100	00	52200	Wages COLT		33489.00	33361.00	4250.41	33499.15	33499.15	0.00	-138.15
2010	12	UMS05	5302100	00	53300	Student Other		0.00	0.00	0.00	157.95	157.95	0.00	-157.95
2010	12	UMS05	5302100	00	53600	Student Graduate		0.00	250.00	0.00	0.00	0.00	0.00	250.00
2010	12	UMS05	5302100	00	54800	Employee Benefits Distribution		180495.00	179059.71	15678.15	179059.72	179059.72	0.00	-0.01
2010	12	UMS05	5302100	00	54810	Employee Ben Dist - Temp Empl		598.00	1791.39	0.00	1791.39	1791.39	0.00	0.00
2010	12	UMS05	5302100	00	60300	Memberships Dues & Fees		1810.00	1810.00	1214.00	1214.00	1214.00	0.00	596.00
2010	12	UMS05	5302100	00	60400	Postage & Delivery Svc		1644.00	423.56	33.74	294.87	294.87	0.00	128.69
2010	12	UMS05	5302100	00	60500	Advertising		705.00	597.58	0.00	500.00	500.00	0.00	97.58
2010	12	UMS05	5302100	00	60600	Printing & Copying Svcs		254.00	254.00	0.00	134.00	134.00	0.00	120.00
2010	12	UMS05	5302100	00	60800	Rentals & Leases		2880.00	90.46	0.00	0.00	0.00	0.00	90.46
2010	12	UMS05	5302100	00	61000	Supplies and Materials		1044.00	1444.19	237.89	1444.19	1444.19	0.00	0.00
2010	12	UMS05	5302100	00	61008	Interdepartmnt Service & Sales		0.00	60.00	0.00	60.00	60.00	0.00	0.00
2010	12	UMS05	5302100	00	61400	In-State Travel		0.00	87.92	0.00	87.92	87.92	0.00	0.00
2010	12	UMS05	5302100	00	61400	In-State Travel	05	2180.00	2489.94	0.00	2489.94	2489.94	0.00	0.00
2010	12	UMS05	5302100	00	61500	Out of State Travel		3000.00	0.24	0.00	0.00	0.00	0.00	0.24
2010	12	UMS05	5302100	00	62200	Equip Replacment < \$5000		0.00	4.00	0.00	4.00	4.00	0.00	0.00
2010	12	UMS05	5302100	00	64000	Telephone & Telecommunication		4252.00	4010.11	277.73	3487.55	3487.55	0.00	522.56
2010	12	UMS05	5302100	00	64700	Maintenance of Equipment		1689.00	1291.89	140.84	442.27	442.27	0.00	849.62
2010	12	UMS05	5302100	00	65500	Unassigned Budget		0.00	3150.92	0.00	0.00	0.00	0.00	3150.92
2010	12	UMS05	5302100	00	70000	Transfers To E&G		0.00	3039.00	0.00	3039.00	3039.00	0.00	0.00
2010	12	UMS05	5302100	00	70000	Transfers To E&G	10	0.00	0.00	0.00	58.52	58.52	0.00	-58.52

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FY09

Rever		38												
Fiscal	Plan	Busine	Deptid	Fun	Accou	Description	Clas	Base Budget	Current Budget	Current Month	Year to Date	Project to Date	Encumbranc	Budget Variance
2009	12	UMS05	5302100	00	80000	Transfers From E&G		0.00	-6190.50	-641.80	-6832.30	-6832.30	0.00	641.80
2009	12	UMS05	5302100	00	80000	Transfers From E&G	10	0.00	-2630.25	0.00	-2630.25	-2630.25	0.00	0.00
2009	12	UMS05	5302100	00	80300	Transfers From Auxiliary		0.00	-75.00	0.00	-75.00	-75.00	0.00	0.00
2009	12	UMS05	5302100	00	50006	Fac Sal Stipend Chair		2000.00	2000.00	166.67	2000.04	2000.04	0.00	-0.04
2009	12	UMS05	5302100	00	50007	Fac Sal Stipend Coordinator		2000.00	2000.00	166.67	2000.04	2000.04	0.00	-0.04
2009	12	UMS05	5302100	00	50009	Fac Sal Additional Comp		0.00	4241.85	0.00	4242.85	4242.85	0.00	-1.00
2009	12	UMS05	5302100	00	50013	Fac Sal Adjunct Fall		7500.00	11526.00	0.00	11526.00	11526.00	0.00	0.00
2009	12	UMS05	5302100	00	50014	Fac Sal Adjunct Spring		7500.00	14481.00	0.00	14481.00	14481.00	0.00	0.00
2009	12	UMS05	5302100	00	50100	AFUM Faculty Salaries Base		317176.00	312902.00	26430.39	312889.50	312889.50	0.00	12.50
2009	12	UMS05	5302100	00	51000	Non-Faculty Salaries	13	0.00	0.00	0.00	0.00	0.00	0.00	0.00
2009	12	UMS05	5302100	00	52011	Classified Overtime		0.00	1278.18	875.79	2142.14	2142.14	0.00	-863.96
2009	12	UMS05	5302100	00	52200	Wages COLT		32823.00	32823.00	4039.70	32948.75	32948.75	0.00	-125.75
2009	12	UMS05	5302100	00	53012	FWS On-Campus 75/25%		0.00	0.00	0.00	0.00	0.00	0.00	0.00
2009	12	UMS05	5302100	00	53032	FWS On-Campus Comm Svc 75/25%		0.00	0.00	0.00	0.00	0.00	0.00	0.00
2009	12	UMS05	5302100	00	53300	Student Other		0.00	0.00	0.00	147.88	147.88	0.00	-147.88
2009	12	UMS05	5302100	00	54800	Employee Benefits Distribution		169211.00	167222.72	14724.04	167222.72	167222.72	0.00	0.00
2009	12	UMS05	5302100	00	54810	Employee Ben Dist - Temp Empl		1246.00	2688.54	72.69	2688.54	2688.54	0.00	0.00
2009	12	UMS05	5302100	00	60006	Non-Employee Travel		0.00	-482.00	-483.41	0.00	0.00	0.00	-482.00
2009	12	UMS05	5302100	00	60300	Memberships Dues & Fees		1810.00	1810.00	-3950.00	1386.00	1386.00	0.00	424.00
2009	12	UMS05	5302100	00	60302	Conference & Registration Fees		0.00	-600.00	-600.00	0.00	0.00	0.00	-600.00
2009	12	UMS05	5302100	00	60400	Postage & Delivery Svc		1644.00	805.00	13.05	735.63	735.63	0.00	69.37
2009	12	UMS05	5302100	00	60400	Postage & Delivery Svc	01	0.00	0.00	0.00	10.94	10.94	0.00	-10.94
2009	12	UMS05	5302100	00	60500	Advertising		705.00	0.00	0.00	0.00	0.00	0.00	0.00
2009	12	UMS05	5302100	00	60600	Printing & Copying Svcs		254.00	254.00	0.00	325.95	325.95	0.00	-71.95
2009	12	UMS05	5302100	00	60800	Rentals & Leases		2880.00	0.00	-450.00	0.00	0.00	0.00	0.00
2009	12	UMS05	5302100	00	61000	Supplies and Materials		1044.00	471.85	-904.56	309.12	309.12	0.00	162.73
2009	12	UMS05	5302100	00	61008	Interdepartment Service & Sales		0.00	0.00	0.00	322.23	322.23	0.00	-322.23
2009	12	UMS05	5302100	00	61029	Refreshments		0.00	0.00	0.00	17.19	17.19	0.00	-17.19
2009	12	UMS05	5302100	00	61400	In-State Travel		0.00	0.00	-1540.26	18.25	18.25	0.00	-18.25
2009	12	UMS05	5302100	00	61400	In-State Travel	05	2180.00	755.30	-1569.99	809.30	809.30	0.00	-54.00
2009	12	UMS05	5302100	00	61405	In-State Meals		0.00	0.00	-197.55	0.00	0.00	0.00	0.00
2009	12	UMS05	5302100	00	61500	Out of State Travel		3000.00	240.00	0.00	240.00	240.00	0.00	0.00
2009	12	UMS05	5302100	00	62200	Equip Replacment < \$5000		0.00	0.00	159.00	254.00	254.00	0.00	-254.00
2009	12	UMS05	5302100	00	64000	Telephone & Telecommunications		4252.00	3752.00	313.78	3672.32	3672.32	0.00	79.68
2009	12	UMS05	5302100	00	64700	Maintenance of Equipment		1689.00	1689.00	170.34	912.26	912.26	0.00	776.74
2009	12	UMS05	5302100	00	64800	Maintenance of Facilities		0.00	0.00	0.00	51.00	51.00	0.00	-51.00
2009	12	UMS05	5302100	00	65500	Unassigned Budget		0.00	794.89	0.00	0.00	0.00	0.00	794.89
2009	12	UMS05	5302100	00	70000	Transfers To E&G		0.00	1699.00	0.00	1699.00	1699.00	0.00	0.00

Appendix E. A plan for the retrenchment or reassignment of faculty.

The Department of Public Administration has four full time faculty members. Associate Professor Carolyn Ball was transferred to the Muskie School of Public Service at the University of Southern Maine as a tenured faculty member as of September 2011. Associate Professor Edward Laverty is on sabbatical for Spring and Fall 2013 and will retire in December 2013. Professor Kenneth Nichols retired in June 2012. Professor Thomas Taylor is on sabbatical for Spring 2013 and will retire as of August 2013.

Appendix F. The impact of the program elimination on students.

Following the suspension of the program in 2010-11, no new students were admitted. Courses were scheduled in the following years to allow all students then in the program to complete it. These students received advising to guide them through the program as it was being wound down.

There are two students still in the program currently, and both have completed the PAA coursework required for graduation. One of them is on track to graduate in May 2013.

Appendix G. A timetable for the program elimination.

June 30, 2013

The Department of Public Administration is closed, and no more PAA courses will be offered.

Remaining students have completed their PAA coursework and will graduate when they complete the remaining degree requirements.