Topics

- Business Planning Committee Review & Update
- Campus Options & Cost Analysis
- Conversations in Augusta (December to May)
  - Messaging to decision makers
  - Mills Administration meetings
  - Legislative meetings
- Summary Status Report
Business Planning Process

- Business Plan concept introduced at a BOT workshop in March 2020
- Business Planning Committee Charter approved by BOT in May 2020
- Objective to assess MSSM’s viability, value to Maine and a path forward

- **4 Phases**
  - **Phase 1:** Discovery & Concept - research-based program review
  - **Phase 2:** Authorization - legislative changes and state funding
  - **Phase 3:** Business Plan - based on new legislative mandate
  - **Phase 4:** Implementation

Phase 1 has now been completed, we are in Phase 2
Phase 1
Peer School Analysis

Web Research and in-depth Interviews *

- Arkansas School for Math, Sciences, and the Arts
- Illinois Mathematics and Science Academy
- Louisiana School for Math, Science, and the Arts
- Maine School of Science and Mathematics
- Mississippi School for Mathematics and Science
- North Carolina School of Science and Mathematics
- South Carolina Governor’s School for Science and Mathematics

Web Research Only

- Alabama School of Mathematics and Science
- Gatton Academy of Mathematics and Science in Kentucky
- Georgia Academy of the Arts, Mathematics, Engineering and Science (GA)
- Indiana Academy for Science, Math and Humanities
- Kansas Academy of Mathematics and Science
- Missouri Academy of Science, Mathematics and Computing-CLOSED
- Oklahoma School of Science and Mathematics
- Texas Academy of Mathematics and Science

* MSSM plus the six most successful schools according to Todd Mann, Executive Director, National Consortium of Specialized STEM Schools
Maine leadership Outreach

| Higher Ed:                      | Bates, Bowdoin, Colby, UMaine System, UMaine, UMPI, USM, Maine Maritime, Thomas College, Unity College, others |
| Research:                      | Bigelow Laboratory, Jackson Laboratory, Roux Institute |
| Industry:                      | IDEXX, WEX, Maine Health, MMG Insurance |
| Foundations:                   | MCF, BSB Foundation, MSSM Foundation, Alfond Foundation |
| State:                         | DOE (various), Office of Innovation |
| Other:                         | MMSA, Educate Maine, MEA, Aroostook Partnership |

Brainstormed with leaders of important constituencies
Vision Recommendations

- Increase School size to 240 students
- Provide modern, mission appropriate facilities
- Increase investment in Student Welfare
- Increase funding to support academic & residential excellence
- Fund room & board costs
- Strengthen higher education & research affiliations
- Emphasize support for rural community students
- Support a robust state-wide Outreach Program

* Approved by the Board of Trustees on March 6, 2021, and sent to all Legislators
Campus Options

Limestone
Colby College
Unity College

Two institutions continue to have Partnership interest
# Ranking of Campus Options

<table>
<thead>
<tr>
<th>Primary Criteria</th>
<th>Limestone</th>
<th>Colby</th>
<th>Unity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student safety &amp; welfare</td>
<td>1</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Enhancement of Learning</td>
<td>3</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Facilities</td>
<td>1*</td>
<td>1*</td>
<td>2</td>
</tr>
<tr>
<td>Cost</td>
<td>3</td>
<td>2</td>
<td>1</td>
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</tbody>
</table>

*note: 1 is best
* assumes new construction of mission appropriate facilities

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Program costs vary widely between options
# Total Annual Costs

<table>
<thead>
<tr>
<th></th>
<th>Limestone today</th>
<th>Limestone new campus</th>
<th>Waterville new campus</th>
<th>Unity existing campus</th>
</tr>
</thead>
<tbody>
<tr>
<td>student count:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>teacher-student ratio:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Instruction</td>
<td>$1,585,294</td>
<td>$2,300,000</td>
<td>$2,300,000</td>
<td>$2,300,000</td>
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<tr>
<td>General Administration</td>
<td>$243,031</td>
<td>$350,000</td>
<td>$350,000</td>
<td>$350,000</td>
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<tr>
<td>Maintenance &amp; Operations</td>
<td>$456,230</td>
<td>$750,000</td>
<td>$750,000</td>
<td>$400,000</td>
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<tr>
<td>Student Support (SEL)</td>
<td>$194,065</td>
<td>$600,000</td>
<td>$600,000</td>
<td>$600,000</td>
</tr>
<tr>
<td>Room &amp; Board</td>
<td>$1,326,786</td>
<td>$2,200,000</td>
<td>$2,200,000</td>
<td>$2,080,000</td>
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<tr>
<td>Recruitment &amp; Admissions</td>
<td>$233,973</td>
<td>$400,000</td>
<td>$400,000</td>
<td>$400,000</td>
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<tr>
<td>All Other</td>
<td>$265,491</td>
<td>$450,000</td>
<td>$450,000</td>
<td>$450,000</td>
</tr>
<tr>
<td>Facilities (rent/lease/debt service)</td>
<td>$388,920</td>
<td>$6,240,000</td>
<td>$3,120,000</td>
<td>$1,200,000</td>
</tr>
<tr>
<td>Total Residential Cost</td>
<td>$4,693,790</td>
<td>$13,290,000</td>
<td>$10,170,000</td>
<td>$7,780,000</td>
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<tr>
<td>Outreach Program</td>
<td>$170,402</td>
<td>$420,000</td>
<td>$420,000</td>
<td>$420,000</td>
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<tr>
<td>Total Program Costs</td>
<td>$4,864,192</td>
<td>$13,710,000</td>
<td>$10,590,000</td>
<td>$8,200,000</td>
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<tr>
<td>Less: Parent funded room &amp; board</td>
<td>$1,235,000</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>All other (net)</td>
<td>$238,845</td>
<td>$210,000</td>
<td>$210,000</td>
<td>$210,000</td>
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<tr>
<td>Total Cost to State of Maine</td>
<td>$3,290,347</td>
<td>$13,500,000</td>
<td>$10,380,000</td>
<td>$7,990,000</td>
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</tbody>
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### Three Options for a 240 student Campus

- **Limestone**
  - Student count: 130
  - Teacher-student ratio: 9.3
  - Total Residential Cost: $4,693,790
- **Limestone**
  - Student count: 240
  - Teacher-student ratio: 12
  - Total Residential Cost: $13,290,000
- **Waterville**
  - Student count: 240
  - Teacher-student ratio: 12
  - Total Residential Cost: $10,170,000
- **Unity**
  - Student count: 240
  - Teacher-student ratio: 12
  - Total Residential Cost: $7,780,000
## Per Student Annual Costs

<table>
<thead>
<tr>
<th></th>
<th>Limestone today</th>
<th>Limestone new campus</th>
<th>Waterville new campus</th>
<th>Unity existing campus</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>student count:</strong></td>
<td>130</td>
<td>240</td>
<td>240</td>
<td>240</td>
</tr>
<tr>
<td><strong>teacher-student ratio:</strong></td>
<td>9.3</td>
<td>12</td>
<td>12</td>
<td>12</td>
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<tr>
<td>Instruction</td>
<td>$12,195</td>
<td>$9,583</td>
<td>$9,583</td>
<td>$9,583</td>
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<tr>
<td>General Administration</td>
<td>$1,869</td>
<td>$1,458</td>
<td>$1,458</td>
<td>$1,458</td>
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<tr>
<td>Maintenance &amp; Operations</td>
<td>$3,509</td>
<td>$3,125</td>
<td>$3,125</td>
<td>$3,125</td>
</tr>
<tr>
<td>Student Support (SEL)</td>
<td>$1,493</td>
<td>$2,500</td>
<td>$2,500</td>
<td>$2,500</td>
</tr>
<tr>
<td>Room &amp; Board</td>
<td>$10,206</td>
<td>$9,167</td>
<td>$9,167</td>
<td>$9,167</td>
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<tr>
<td>Recruitment &amp; Admissions</td>
<td>$1,800</td>
<td>$1,667</td>
<td>$1,667</td>
<td>$1,667</td>
</tr>
<tr>
<td>All Other</td>
<td>$2,042</td>
<td>$1,875</td>
<td>$1,875</td>
<td>$1,875</td>
</tr>
<tr>
<td>Facilities (rent/lease/debt service)</td>
<td>$2,992</td>
<td>$26,000</td>
<td>$13,000</td>
<td>$5,000</td>
</tr>
<tr>
<td>Total Residential Cost</td>
<td>$36,106</td>
<td>$55,375</td>
<td>$42,375</td>
<td>$32,417</td>
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<tr>
<td>Outreach Program</td>
<td>$1,311</td>
<td>$1,750</td>
<td>$1,750</td>
<td>$1,750</td>
</tr>
<tr>
<td>Total Program Costs</td>
<td>$37,417</td>
<td>$57,125</td>
<td>$44,125</td>
<td>$34,167</td>
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<tr>
<td>Less: Parent funded room &amp; board</td>
<td>$9,500</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
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<tr>
<td>All other (net)</td>
<td>$2,607</td>
<td>$875</td>
<td>$875</td>
<td>$875</td>
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<tr>
<td><strong>Total Cost to State of Maine</strong></td>
<td>$25,310</td>
<td>$56,250</td>
<td>$43,290</td>
<td>$33,292</td>
</tr>
</tbody>
</table>

Many **Economies of Scale** at larger school size
Messaging to Decision Makers

- Maine has an important group of world class institutions who rely heavily on a STEM educated workforce.
- Alfond Foundation, Roux Institute, Davis AI Institute represent significant investments in Maine’s Higher Education institutions.
- Primary Education needs to participate as a fundamental source of young STEM educated talent to feed this pipeline.

Leadership is needed for a long-term plan.
Plan first, then Act

- **Evaluate** the new MSSM Vision
  - School size, annual budget, modifications to the legislation
  - Scope and size of the Outreach Program

- **Provide direction** on Campus Location Options
  - Evaluate the options for the Campus Location
  - Provide guidance for further Partnership discussions

- **Define next steps** to moving forward
  - Agree to a process for completing the MSSM Business Plan
  - Convene relevant stakeholders in state-wide planning process
Administration Conversations

- Commissioners Meeting – December 14
  Com Makin, Com Johnson, Com Pingree, Governor’s Leg.Asst. Marrow

- DOE – several meetings with Commissioner Pender Makin
  some included Deputy Com Chuhta, improved relationship between DOE & MSSM

- Governor Mills
  Request for summer remedial STEM education program funded with stimulus $$
  Proposal submitted to DOE

Building relationship with Mills Administration
Legislative Conversations

- **Education Committee presentation – April 16**
  Invited back for a second session, but not yet scheduled

- **Appropriations Committee – submitted written testimony on LD21**
  Asked for chance to present, but not yet scheduled

- **Senate President Troy Jackson**
  Three meetings held but unwilling to schedule hearings

- **Several other one-on-one Legislative Meetings**
  Senator Daughtry, Senator Stewart, Senator Breen, Senator Carney
  Representative Millett, Representative Brennan, Representative White

Leadership is needed for a long-term plan
Summary Status Report

- MSSM profile **MUCH** bigger now than several months ago
- Recognition that MSSM has been neglected for **YEARS**!
- Some understanding of the growing risks at MSSM
- Frustrated in ability to gain an audience for the VISION
- Objective to organize a **TASK FORCE** on MSSM’s future
Questions?