

	B	C	D	E	F	G	H	I	J
1		Strategic Plan - Tracking FFT initiatives							
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3		Commitment	Action / Goal		Responsible	FFT Update - October 30, 2024	FFT Update - December 18, 2024	FFT Update - February 12, 2025	FFT Update - April 30, 2025
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6		Commitment 2: The University of Maine System will advance a financially sustainable and effective academic and infrastructure portfolio at every university and our law school supported through innovative programming and strategic collaborations.							
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8			FS 1	Financial Sustainability Action 1: In order to position our System for the future, each university and the law school will propose a balanced budget for each fiscal year and will conclude that year in balance without reliance on central support.	RL	The FY26 Budget is in the early stages of development. Final budget instructions will go out to campuses in the next few days. Campuses are already working on those plans, although we still need to provide critical information related to appropriations, bargaining impacts and other areas related to Shared Services. Budget instructions will note each University and the Law School will submit a balanced budget.	Draft FY26 Budget instructions specifically note that each University and the Law School will present a balanced budget to the System as part of their annual budget submission. Instructions go out to campuses later this week.	Institutions have finalized initial drafts of FY26 budgets. Budget presentations will be held on March 19, 2025 starting at 9am and available online at the Board's YouTube site. A work session is scheduled for April 16, 2025 beginning at 9am and the FY26 budget is expected to be presented in its final version to Trustees on May 19, 2025	Institutions have finalized initial drafts of FY26 budgets. Budget presentations were held on March 19, 2025 starting at 9am and are available online at the Board's YouTube site. A work session is scheduled for April 16, 2025 beginning at 9am and the FY26 budget is expected to be presented in its final version to Trustees on May 19, 2025
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10			FS 1.1	Financial Sustainability Goal 1.1: Budgets will be tied to realistically achievable enrollment targets derived from historical enrollment trends and a data-driven assessment of demographic conditions.	RL	The FY26 Budget is in the early stages of development. Final budget instructions will go out to campuses in the next few days. Campuses are already working on those plans, although we still need to provide critical information related to appropriations, bargaining impacts and other areas related to Shared Services. Budget instructions will note enrollment calculations will be provided by System IR and any adjustments need to be explained and approved as part of the budget process.	Enrollment calculations are developed by the System IR Office, based on historical enrollment trends and a data driven assessment.		
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12			FS 1.2	Financial Sustainability Goal 1.2: Mid-year budget revisions will be tied to achievable cost reductions, and will not include mid-cycle upward revisions of enrollment estimates unless clearly justified by available enrollment data.	RL	The FY26 Budget is in the early stages of development. Final budget instructions will go out to campuses in the next few days. Campuses are already working on those plans, although we still need to provide critical information related to appropriations, bargaining impacts and other areas related to Shared Services. Budget instructions will note mid-year budget adjustments needed to bring budgets back into balance submitted next month will be based on expenditure reductions. Any adjustments that include additional revenue, including positive enrollment increases, must be approved by Trustees.	For the first time in nearly a decade, the UMS had no mid-year budget revisions. Institutions submitted a revised budget forecast to Trustees in November and will provide updates 2 more times over the remaining fiscal year.		
13									
14			FS 3	Financial Sustainability Action 3: UMS will partner with the universities and law school to identify and implement by spring 2024 new operational efficiencies leading to cost reductions for each institution in the System. (w/ ASA)	RL		The Capital Plan emphasizes funding strategies such as leveraging revenue bonds, fundraising, and federal grants while reducing reliance on TBD funding. The prioritization of high-impact, large-scale projects over smaller ones and the focus on reducing deferred maintenance demonstrate operational efficiency improvements.		
15									
			FS 3.2	Financial Sustainability Goal 3.2: Identify efficiencies in infrastructure, including optimizing the upkeep and use of primary classroom and lecture spaces, meeting and conference rooms, artistic/performance spaces, and public gathering spaces.	GC		Investments target academic facilities with Net Asset Values (NAV) below 30%, reflecting optimization of space and infrastructure. Additionally, several renovations aim to modernize classrooms, lecture halls, and public spaces to maximize usage and reduce operational costs		Gordian will be presenting it's annual Return on Physical Assets (ROPA) presentation for FY24 at the April 30th 2025 meeting.

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16			FS 3.3	Financial Sustainability Goal 3.3: Identify reductions in energy consumption, including strategic management of underused or unused buildings and offices during periods of peak energy consumption (winter and summer).		The University of Maine System (UMS) continues to see substantial benefits from its participation in the Net Energy Billing (NEB) program and strategic management of Renewable Energy Certificates (RECs). In Q2 2024, UMS saved \$885,834 and generated 9,077,911 kWh of renewable energy through partnerships across Maine. With the newly approved systemwide Carbon Commitment, UMS has consolidated campus efforts into a unified approach to carbon neutrality, enhancing collaboration and REC management. Since joining the NEB program, UMS has achieved \$7.6 million in total savings and produced 70.51 million kWh of renewable energy, reinforcing its leadership in sustainability and aiming for net-zero emissions by 2040.		The University of Maine System (UMS) continues to advance its commitment to financial sustainability and energy efficiency through strategic energy procurement, participation in the Net Energy Billing (NEB) program, and optimized management of Renewable Energy Certificates (RECs). In Q3 2024, UMS achieved \$681,314 in savings through NEB and has now realized over \$8.27 million in cumulative savings since joining the program. Additionally, since 2021, UMS has generated \$1.5 million in net revenue from RECs to support sustainability initiatives. While electricity costs are projected to increase in FY26 due to CMP rate increases, natural gas expenses are expected to decrease from \$9.62 million in FY25 to \$9.05 million in FY26. This reduction in natural gas spending will help offset the rising electricity costs. UMS also employs a multi-faceted procurement strategy that includes hedging strategies to manage electricity and natural gas costs effectively while mitigating the impacts of market volatility.	
17					GC				
18			EIP 1	Effective Infrastructure Portfolio Action 1: Develop a system-wide capital plan and priorities for capital investment by May 2024.		The FY26 5-Year Capital Plan will be presented at the December Finance, Facilities, and Technology (FFT) Committee meeting. To guide our capital investment decisions, we have established criteria to ensure projects are strategically selected based on their impact on net asset value, density, utilization, and property risks.			
19					GC		Reference capital plan overview.		
20			EIP 1.1	Effective Infrastructure Portfolio Goal 1.1: Address system-wide physical plant needs in relation to other infrastructure needs (e.g. residence hall improvement).			The Capital Plan includes a mix of deferred maintenance projects, system-wide renovations, and upgrades in residence halls, such as the proposed Robie-Andrews Residential Hall revitalization. These projects focus on addressing critical physical plant needs.		
21			EIP 1.2	Effective Infrastructure Portfolio Goal 1.2: Assess the utility and return on investment of our instructional sites and centers across the state by June 2024.		Earlier this year, with the assistance of several System offices and countless hours of support from the individual institutions – largely UM and UMA – UMS completed its first comprehensive study of all of its off-site locations and centers. The report was presented to the Finance, Facilities, and Technology Committee on June 26th. Additional sessions to present further details and present an opportunity for deeper discussions will take place at the Committee's October 25 (UM) and December 18 (UMA) discussions.		Each quarter, UMS Facilities Management collaborates with representatives from every university within the University of Maine System (UMS) to review and strategize around real estate and lease activities. This structured, strategic approach ensures effective management of UMS's real estate assets, aligning with the system's mission and financial sustainability. Key areas of focus for these meetings include: acquisitions, dispositions, and updates to the Offsite Location Reports. The latests quarterly meetings are taking place between January and February.	
22			EIP 2	Effective Infrastructure Portfolio Action 2: Achieve fiscal and energy efficiencies through physical space reduction.			Refer to the University of Maine System GSF Report Space Reduction Initiatives: - The Capital Plan targets low-Net Asset Value (NAV) buildings for removal, such as Dickey-Wood on the Gorham campus and the former Law School Building on the Portland campus, aligning with the strategy to reduce underutilized space. A portfolio approach to managing infrastructure is emphasized, with a focus on strategically reducing space inventory to improve overall space utilization and operational efficiency Energy Efficiencies: - Large-scale Energy Service Company (ESCO) projects are highlighted, including UMPI's \$14M ESCO project and energy-efficient upgrades to HVAC systems and building envelopes. These projects aim to lower energy consumption and reduce deferred maintenance costs. - Investments in sustainable design and energy-efficient facilities, such as the phased façade replacement at Bailey Hall, contribute to achieving fiscal and energy savings.		
23			EIP 2.1	Effective Infrastructure Portfolio Goal 2.1: Continue to target disused and low-Net Asset Value buildings for removal.		See FFT handout			
					GC	See FFT handout			

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24			EIP 2.2	Effective Infrastructure Portfolio Goal 2.2: Identify multi-use/multi-purpose functionality for new buildings and heavily renovated buildings.			Renovations of facilities like 7 Custom House aim to develop multi-purpose spaces, supporting the creation of innovation hubs. Similarly, the shift toward flexible and technologically advanced academic and research spaces facilitates multi-functional use		
25					GC				
26		Commitment 3: The University of Maine System will be a destination for public higher education and a respected, engaging, and rewarding place to work.							
27									
28			PTW 1.1	Place To Work Goal 1.1: Invest in additional resources to support student mental health.					
29			PTW 1.2	Place To Work Goal 1.2: Invest in additional resources to support employee mental health.					
30					RL		Update to follow at FFT meeting	A group of chief student affairs officers from every UMS university and other relevant groups met and after reviewing mental health and behavioral trends	
31					RL		Update to follow at FFT meeting	across institutions, the group identified two key action areas: selecting a systemwide telehealth vendor and enhancing faculty and staff onboarding and professional development related to mental health. In December 2024, key stakeholders	
32								attended vendor presentations, and in January 2025,	
33								a vendor was selected. The next focus will be	
34								implementing onboarding and professional	
35								development resources.	