

# University of Southern Maine

## Initial FY 2026 Campus Budget Conversation

March 19, 2025



## Look Back

- Growing structural gaps
  - FY 2019 – \$12,290
  - FY 2020 – \$244,316
  - FY 2021 – (\$553,369)
  - FY 2022 – (\$6,569,325)
  - FY 2023 – (\$8,817,995)
  - FY 2024 – \$496,064
- FY 2025 – started with \$10.3 million gap.
  - Differential Tuition
  - Enrollment Growth
  - Reorganization/Compensation Efficiencies
  - One Time Expense Reductions
  - Fringe Benefit Reduction
  - Auxiliary Enterprise Growth



## FY 2026 – Budget Gap Solutions

FY 2026 – started with \$6.6 million gap; became \$8.1 million gap

\$ in millions

### Identified Solutions

Enrollment Increase (3%)	\$ 2.1
Maine Law Chargeback for Services	\$ 0.3
Room & Board Increase (up to 5%)	\$ 0.5
Fringe Benefit Reduction to 48.6%	\$ 1.3
Haynes Building Lease Termination	\$0.16
USMF – Liquidation of Endowments for Scholarships	\$0.25
Increase in attrition from original target reduction	\$0.74
Additional F/A Recovery	\$0.5
Additional Appropriation	\$0.2
Reorganization and Organizational Efficiencies	\$1.75
Utilities	\$0.3
Total Proposed Solutions:	<hr/> <hr/> \$8.1

# FY 2026 and Beyond

USM has a structural budget gap:

- FY 2025 gap was \$10.3 million
- FY 2026 gap grew from \$6.6 million to \$8.1 million
  - Early College
  - Appropriation
  - Shared Services

Beyond FY 2026 – Structural gaps will persist if current constraints continue

- Tuition and Fee increases in recent years have been capped around 3% (each 1% is about \$700k)
- Appropriation increases in recent years have been 1% or less (\$516,381 in FY 2025, \$384,033 in FY 2026)
- Compensation increases will be 4% for next two years (each 1% is about \$900k)
- Travel – Bus contracts (METRO and Custom Coach), which were both competitively bid, have 8% increases
- Other expenses have had inflationary increases
- Mandated Tuition Waivers for specific employers
- Deferred Maintenance Continues to grow

SCENARIO A	FY25 APPROP	% of FY25 Approp	NEED (Model)	% of Need	State Funding Level (93.97%)	Over (Under)	A. Fund Gap	A. Distrib Bal Based on % of Need	Total New \$	% of New Appropriation
UM	104,587,862	49.02%	114,820,803	50.57%	107,900,540	(3,312,878)	3,312,878	2,165,131	5,478,009	62.00%
UMA	23,921,100	11.21%	26,206,048	11.54%	24,626,606	(705,506)	705,506	494,157	1,199,663	13.58%
UMF	14,810,927	6.94%	16,330,340	7.19%	15,346,109	(535,182)	535,182	307,935	843,117	9.54%
UMFK	8,912,140	4.18%	6,264,725	2.76%	5,887,149	3,024,991		118,131	118,131	1.34%
UMPI	8,989,769	4.21%	8,133,086	3.58%	7,642,904	1,346,865		153,362	153,362	1.74%
USM	52,154,461	24.44%	55,306,053	24.36%	51,972,751	181,710		1,042,885	1,042,885	11.80%
<b>TOTAL</b>	<b>213,376,059</b>	<b>100.00%</b>	<b>227,061,055</b>	<b>100.00%</b>	<b>213,376,059</b>	<b>0</b>	<b>4,553,566</b>	<b>4,281,601</b>	<b>8,835,167</b>	<b>100.00%</b>

SCENARIO B	FY25 APPROP	% of FY25 Approp	NEED (Model)	% of Need	State Funding Level (93.97%)	Over (Under)	A. Fund Gap	B. Distribute Based on FY25 Historic % of Total Approp	Total New \$	% of New Appropriation
UM								4,330,999	4,330,999	49.02%
UMA								990,422	990,422	11.21%
UMF								613,161	613,161	6.94%
UMFK								369,310	369,310	4.18%
UMPI								371,961	371,961	4.21%
USM								2,159,315	2,159,315	24.44%
<b>TOTAL</b>								<b>8,835,168</b>	<b>8,835,168</b>	<b>100.00%</b>

# Attrition

It is a formula used in budgeting that takes into consideration normal turnover within an organization. It typically includes year over year analysis by department, job type and amount of time to re-fill the position.



Budgeted Attrition	FY 2023	FY 2024	FY 2025	FY 2026
	\$2,328,511	\$3,689,438	\$2,575,555	\$2,075,555

## Financial Reserves

### End of Fiscal Year 2023

- E&G Reserve (Fund 15) - \$144,132
  - Auxiliary Reserve (Fund 16) - (\$4,610,110)
- Total (\$4,465,978)

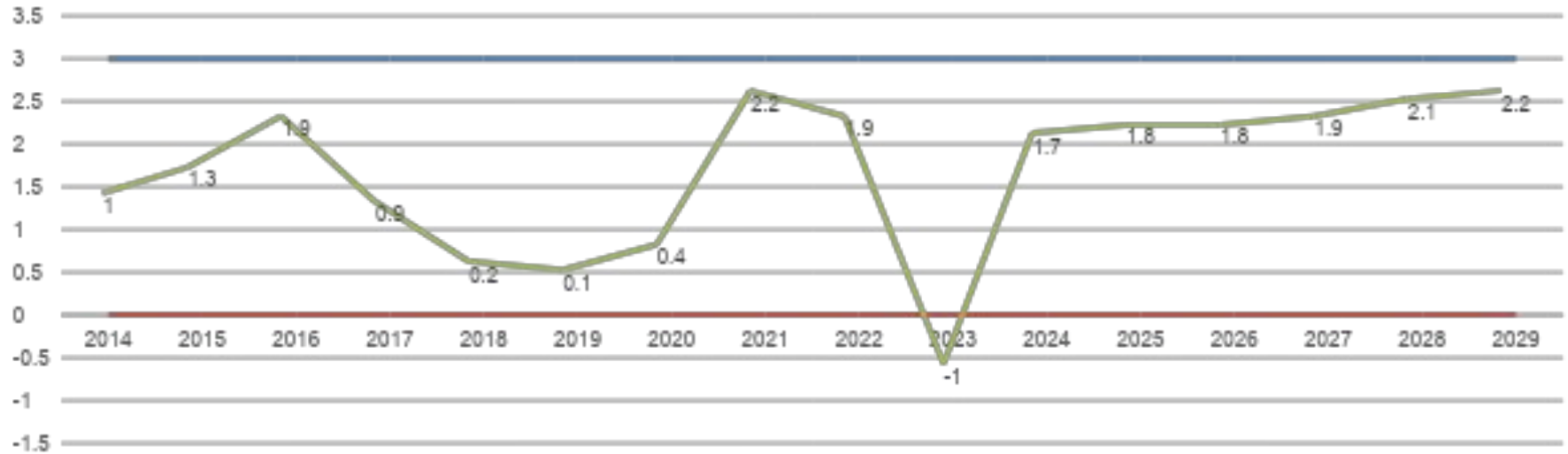
### End of Fiscal Year 2024

- E&G Reserve (Fund 15) - \$1,492,401
  - Auxiliary Reserve (Fund 16) - (\$5,385,073)
- Total (\$3,892,672)



# Composite Financial Index

Composite Financial Index



## Assumptions

- Debt Service:
  - Increase by \$1.4 million in 2026
  - Increase by \$900k in 2027
  - Increase by \$1.9 million in 2029
- Revenue
  - Increase 2.5% annually through 2028, increase by 3.5% in 2029
- Expenses
  - Increase 2% annually through 2029
- Reserve Growth
  - Expendable net assets increase by \$500k annually

## Proposed FY 2026 Tuition and Fees

	<b>IS</b>	<b>OS</b>	<b>CAN</b>	<b>NEHBE</b>	<b>E-Tuition</b>
<b>D1 UNRD</b>	\$ 316	\$ 931	\$ 317	\$ 554	\$ 355
<b>D1 GRAD</b>	\$ 475	\$ 1,435	\$ 475	\$ 806	\$ 526
<b>D2 UNRD</b>	\$ 336	\$ 988	\$ 336	\$ 588	
<b>D2 GRAD</b>	\$ 503	\$ 1,522	\$ 503	\$ 879	
<b>D3 UNRD</b>	\$ 355	\$ 1,043	\$ 355	\$ 620	
<b>D3 GRAD</b>	\$ 532	\$ 1,608	\$ 5,317	\$ 931	
<b>Comprehensive Fee</b>	\$ 89	per credit hour			
<b>Technology Fee</b>	\$ 10	per credit hour			

- Tuition increases are in 3% range from FY 2025
- Rates are competitive compared to peers and competitors



## Room and Board Rates

Campus/Room Type	FY 2025 Rate	FY 2026 Rate	% Increase
Gorham - Single (DSC Rate)	\$6,380	\$6,700	5.02%
Gorham - Single	\$7,640	\$8,025	5.04%
Gorham - Double	\$6,380	\$6,700	5.02%
Gorham - Suite (Single)	\$8,700	\$9,135	5.00%
Gorham - Suite (Double)	\$8,260	\$8,675	5.02%
Gorham - Apartment (Single)	\$10,200	\$10,710	5.00%
Gorham - Apartment (Double)	\$9,360	\$9,830	5.02%
Gorham - RA Unit	\$6,380	\$6,700	5.02%
Portland - Unit Type A	\$8,590	\$9,020	5.01%
Portland - Unit Type B	\$9,550	\$10,030	5.03%
Portland - Unit Type C	\$10,950	\$11,500	5.02%
Portland - Unit Type D	\$12,000	\$12,600	5.00%
Portland - Unit Type E	\$13,000	\$13,650	5.00%
Portland - Unit Type F	\$8,310	\$8,725	4.99%
Portland - RA Unit	\$5,905	\$6,200	5.00%
Portland - Law - Single Bedroom with Ensuite Bathroom		\$10,725	
Portland - Law - Efficiency/Studio Apartment		\$15,740	
Portland - Law - 2 Bedroom, 1 Bathroom Ensuite		\$10,406	
Portland - Law - 2 Bedroom, 1 Bathroom Apartment		\$14,595	
Portland - Law - 2 Bedroom, 2 Bathroom Apartment		\$15,175	
Portland - Law - 4 Bedroom, 2 Bathroom Apartment		\$13,410	

- Housing – Year Three of three-year process to bring current residence hall rates towards parity with peer institutions. Partly narrows gap in increased cost of operations including utilities, capital needs, etc.
- Dining – Planning 5% increase – Recognizes cost increases related to dining costs.
- Capacity = 1,759
- Fall 2024 - Portland Occupancy 99%, Gorham 95%

## FY 2026 Base Budget Proposal: E&G

		FY 2025	FY 2026	\$ CHANGE	% CHANGE
REVENUE	TUITION & FEES	\$ 77,623,733	\$ 81,459,177	\$ 3,835,444	4.9%
	LESS TUITION WAIVERS & SCHOLARSHIPS	\$ (16,742,913)	\$ (16,742,913)	\$ -	0.0%
	APPROPRIATION	\$ 52,354,461	\$ 52,538,494	\$ 184,033	0.4%
	INVESTMENT INCOME	\$ 139,087	\$ 139,087	\$ -	0.0%
	RECOVERY OF FACILITIES AND ADMINISTRATIVE COSTS	\$ 4,225,000	\$ 4,725,000	\$ 500,000	11.8%
	SALES, SERVICES, & OTHER	\$ 4,266,005	\$ 4,079,872	\$ (186,133)	-4.4%
	<b>TOTAL REVENUE</b>	<b>\$ 121,865,373</b>	<b>\$ 126,198,717</b>	<b>\$ 4,333,344</b>	<b>3.6%</b>
EXPENSE	PERSONNEL EXPENSE	\$ 88,407,099	\$ 91,265,096	\$ 2,857,997	3.2%
	ATTRITION	\$ (2,575,555)	\$ (2,075,555)	\$ 500,000	-19.4%
	FUEL & ELECTRICITY	\$ 3,583,230	\$ 3,579,230	\$ (4,000)	-0.1%
	SUPPLIES & SERVICES	\$ 6,753,048	\$ 7,254,371	\$ 501,323	7.4%
	SHARED SERVICES	\$ 13,708,431	\$ 14,165,440	\$ 457,009	3.3%
	DEPRECIATION	\$ 7,719,343	\$ 8,224,253	\$ 504,910	6.5%
	INTEREST EXPENSE	\$ 382,239	\$ 341,979	\$ (40,260)	-10.5%
	MAINTENANCE & ALTERATIONS	\$ 2,131,293	\$ 2,142,580	\$ 11,287	0.5%
	TRAVEL	\$ 1,332,088	\$ 1,418,920	\$ 86,832	6.5%
	OTHER EXPENSES & TRANSFERS	\$ 1,685,880	\$ 1,790,218	\$ 104,338	6.2%
	<b>TOTAL EXPENSES</b>	<b>\$ 123,127,096</b>	<b>\$ 128,106,532</b>	<b>\$ 4,979,436</b>	<b>4.0%</b>
	OPERATING INCREASE (DECREASE)	\$ (1,261,723)	\$ (1,907,815)	\$ (646,092)	51.2%
MODIFIED CASH FLOW	ADD BACK DEPRECIATION	\$ 7,719,343	\$ 8,224,253	\$ 504,910	6.5%
	LESS CAPITAL EXPENDITURES	\$ 3,894,463	\$ 4,194,463	\$ 300,000	7.7%
	LESS CAPITAL RESERVE FUNDING	\$ 550,000	\$ 750,000	\$ 200,000	36.4%
	LESS DEBT SERVICE PRINCIPAL	\$ 2,369,655	\$ 2,390,991	\$ 21,336	0.9%
	<b>FREE CASH FLOW</b>	<b>\$ (356,498)</b>	<b>\$ (1,019,016)</b>		

## FY 2026 Base Budget Proposal: Auxiliary

		FY 2025	FY 2026	\$ CHANGE	% CHANGE
REVENUE	TUITION & FEES	\$ 1,050,000	\$ 1,050,000	\$ -	0.0%
	LESS TUITION WAIVERS & SCHOLARSHIPS	\$ (720,768)	\$ (720,768)	\$ -	0.0%
	HOUSING & DINING	\$ 22,159,227	\$ 24,031,479	\$ 1,872,252	8.4%
	SALES, SERVICES, & OTHER	\$ 1,186,878	\$ 1,176,535	\$ (10,343)	-0.9%
	<b>TOTAL REVENUE</b>	<b>\$ 23,675,337</b>	<b>\$ 25,537,246</b>	<b>\$ 1,861,909</b>	<b>7.9%</b>
EXPENSE	PERSONNEL EXPENSE	\$ 3,277,065	\$ 3,506,235	\$ 229,170	7.0%
	FUEL & ELECTRICITY	\$ 1,781,348	\$ 2,125,091	\$ 343,743	19.3%
	SUPPLIES & SERVICES	\$ 6,006,038	\$ 6,660,038	\$ 654,000	10.9%
	DEPRECIATION	\$ 3,433,240	\$ 2,964,193	\$ (469,047)	-13.7%
	INTEREST EXPENSE	\$ 5,398,121	\$ 5,285,645	\$ (112,476)	-2.1%
	MAINTENANCE & ALTERATIONS	\$ 1,079,817	\$ 1,078,629	\$ (1,188)	-0.1%
	TRAVEL	\$ 15,397	\$ 15,397	\$ -	0.0%
	OTHER EXPENSES & TRANSFERS	\$ 3,029,820	\$ 2,995,269	\$ (34,551)	-1.1%
	<b>TOTAL EXPENSES</b>	<b>\$ 24,020,846</b>	<b>\$ 24,630,497</b>	<b>\$ 609,651</b>	<b>2.5%</b>
	<b>OPERATING INCREASE (DECREASE)</b>	<b>\$ (345,509)</b>	<b>\$ 906,749</b>	<b>\$ 1,252,258</b>	<b>-362.4%</b>
MODIFIED CASH FLOW	ADD BACK DEPRECIATION	\$ 3,433,240	\$ 2,964,193	\$ (469,047)	-13.7%
	LESS CAPITAL EXPENDITURES	\$ 296,447	\$ 296,447	\$ -	0.0%
	LESS DEBT SERVICE PRINCIPAL	\$ 2,434,790	\$ 2,555,479	\$ 120,689	5.0%
	<b>FREE CASH FLOW</b>	<b>\$ 356,494</b>	<b>\$ 1,019,016</b>		

## FY 2026 Base Budget Proposal: Total

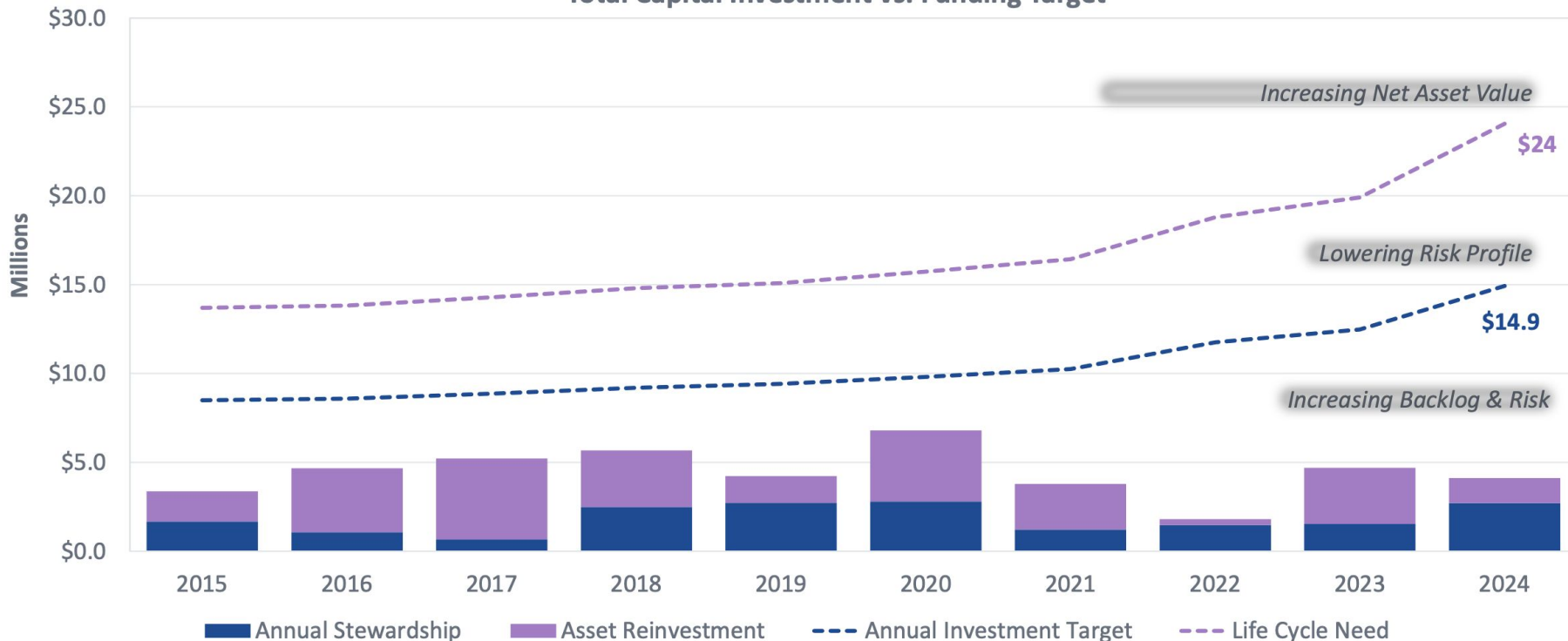
		FY 2025	FY 2026	\$ CHANGE	% CHANGE
REVENUE	TUITION & FEES	\$ 78,673,733	\$ 82,509,177	\$ 3,835,444	4.9%
	LESS TUITION WAIVERS & SCHOLARSHIPS	\$ (17,463,681)	\$ (17,463,681)	\$ -	0.0%
	HOUSING & DINING	\$ 22,159,227	\$ 24,031,479	\$ 1,872,252	8.4%
	APPROPRIATION	\$ 52,354,461	\$ 52,538,494	\$ 184,033	0.4%
	INVESTMENT INCOME	\$ 139,087	\$ 139,087	\$ -	0.0%
	RECOVERY OF FACILITIES AND ADMINISTRATIVE COSTS	\$ 4,225,000	\$ 4,725,000	\$ 500,000	11.8%
	SALES, SERVICES, & OTHER	\$ 5,452,883	\$ 5,256,407	\$ (196,476)	-3.6%
	<b>TOTAL REVENUE</b>	<b>\$ 145,540,710</b>	<b>\$ 151,735,963</b>	<b>\$ 6,195,253</b>	<b>4.3%</b>
EXPENSE	PERSONNEL EXPENSE	\$ 91,684,164	\$ 94,771,331	\$ 3,087,167	3.4%
	ATTRITION	\$ (2,575,555)	\$ (2,075,555)	\$ 500,000	-19.4%
	FUEL & ELECTRICITY	\$ 5,364,578	\$ 5,704,321	\$ 339,743	6.3%
	SUPPLIES & SERVICES	\$ 12,759,086	\$ 13,914,409	\$ 1,155,323	9.1%
	SHARED SERVICES	\$ 13,708,431	\$ 14,165,440	\$ 457,009	3.3%
	DEPRECIATION	\$ 11,152,583	\$ 11,188,446	\$ 35,863	0.3%
	INTEREST EXPENSE	\$ 5,780,360	\$ 5,627,624	\$ (152,736)	-2.6%
	MAINTENANCE & ALTERATIONS	\$ 3,211,110	\$ 3,221,209	\$ 10,099	0.3%
	TRAVEL	\$ 1,347,485	\$ 1,434,317	\$ 86,832	6.4%
	OTHER EXPENSES & TRANSFERS	\$ 4,715,700	\$ 4,785,487	\$ 69,787	1.5%
	<b>TOTAL EXPENSES</b>	<b>\$ 147,147,942</b>	<b>\$ 152,737,029</b>	<b>\$ 5,589,087</b>	<b>3.8%</b>
	<b>OPERATING INCREASE (DECREASE)</b>	<b>\$ (1,607,232)</b>	<b>\$ (1,001,066)</b>	<b>\$ 606,166</b>	<b>-37.7%</b>
MODIFIED CASH FLOW	ADD BACK DEPRECIATION	\$ 11,152,583	\$ 11,188,446	\$ 35,863	0.3%
	LESS CAPITAL EXPENDITURES	\$ 4,190,910	\$ 4,490,910	\$ 300,000	7.2%
	LESS CAPITAL RESERVE FUNDING	\$ 550,000	\$ 750,000	\$ 200,000	36.4%
	LESS DEBT SERVICE PRINCIPAL	\$ 4,804,445	\$ 4,946,470	\$ 142,025	3.0%
	<b>FREE CASH FLOW</b>	<b>\$ (4)</b>	<b>\$ -</b>		

# Gordian

## Shortfall to Investment Target Results in AR Need Growth

Repeatedly investing below annual target contributes to increased risk and deferred maintenance, exacerbating renewal efforts

Total Capital Investment vs. Funding Target



\*Gordian is using a 16.2% inflation rate across its database for FY22 from the RSMeans CCI catalog; 8.1% for FY23  
 \*\*The FY24 inflation target is reduced by 2%, informed by the RSMeans cost database analysis, indicating a market stabilization from the volatility seen in FY22 and FY23.

# FY 2026 Capital Plan

Project	Budget
Abromson Center HVAC Renovation	\$ 1,250,000
Corthell Renovations	\$ 100,000
Gorham Underground Utilities (Hot Water Distribution)	\$ 200,000
Elevator Repairs/Upgrades	\$ 750,000
Portland Underground Utilities (Steam Distribution System)	\$ 50,000
Sidewalk Repairs	\$ 250,000
Wishcamper HVAC Renovation	\$ 1,250,000
Anderson Hall Upgrades	\$ 150,000
Upton Hastings Bathroom Upgrades	\$ 146,447
Sullivan Gym Roof	\$ 312,463
<b>TOTAL:</b>	<b>\$ 4,458,910*</b>

\*\$300k increase over FY 2025



## Space Reduction

- 5 Chamberlain Ave, Portland – 5,040 sq ft
- 11 Chamberlain Ave, Portland – 5,401 sq ft
- 15 Chamberlain Ave, Portland – 5,040 sq ft
- 19 Chamberlain Ave, Portland – 5,040 sq ft
- 209 Deering Ave, Portland – 5,218 sq ft

TOTAL Square Feet Reduced: 25,739

### Pending Reductions:

- Haynes Building Lease (expires June 2025)
- 134 School Street (pending approval of Art Building)

## Outlook 2026: Enrollment Projection

	Sum. 2025	Fall 2025	Spr. 2026	Total
Early College	454	4,800	1,971	7,225
<b>Undergraduate</b>				
In-State	8,706	43,643	41,718	94,068
Out-of-State/International	932	7,462	7,127	15,521
Canadian	39	429	446	914
NEBHE	311	3,054	2,913	6,278
Non-Resident Online	500	1,750	1,833	4,083
<b>Undergraduate Total</b>	<b>10,488</b>	<b>56,339</b>	<b>54,037</b>	<b>120,864</b>
<b>Graduate</b>				
In-State	5,471	7,599	7,713	20,783
Out-of-State/International	217	413	562	1,192
NEBHE	15	50	41	106
Non-Resident Online	300	2,500	2,276	5,076
Maine Online	1,323	1,274	1,192	3,789
<b>Graduate Total</b>	<b>7,326</b>	<b>11,836</b>	<b>11,783</b>	<b>30,945</b>
<b>Total (Excluding EC)</b>	<b>17,814</b>	<b>68,174</b>	<b>65,820</b>	<b>151,808</b>
<b>Grand Total</b>	<b>18,268</b>	<b>72,974</b>	<b>67,790</b>	<b>159,033</b>

### Overall

Projecting a 2.87% increase in CHs from FY25

- Unrecognized growth in NEBHE and Online

### Undergraduate

- New Directors of Admissions and Marketing – aligning vision through Recruitment and Enrollment funnel
- Refined process for Counselor travel and name purchase to better align concentrated efforts
- Continue efforts to improve retention
  - Consecutive years with retention rates in Mid-70%
  - Out of State and NEBHE retention increasing
  - Undeclared retention increased from 59.8% to 89.3%

### Graduate

- Review in demand programs with cohort and internship placement limitations to maximize admission
  - Masters in Social Work
  - Masters in Counseling Education
- Better tracking of Undergraduate post-graduation paths to inform recruitment and improve offerings



	System IR 2025-26 Projected Credit Hours				USM 2025-26 Projected Credit Hours				FY25
	Summer 25	Fall 25	Spring 26	Total	Summer 25	Fall 25	Spring 26	Total	Est. Census
Early College	409	4,409	2,008	6,826	454	4,800	1,971	7,225	7,412
<b>Undergraduate</b>	<b>9,813</b>	<b>53,901</b>	<b>50,919</b>	<b>114,633</b>	<b>10,488</b>	<b>56,339</b>	<b>54,037</b>	<b>120,864</b>	<b>115,785</b>
In-State	8,536	42,071	39,592	90,199	8,706	43,643	41,718	94,068	91,662
Out of State/Intl	849	6,456	6,296	13,601	932	7,462	7,127	15,521	14,579
Canadian	43	44	435	922	39	429	446	914	907
NEBHE	291	2,958	2,739	5,985	311	3,054	2,913	6,278	5,642
Non-Res Online	94	1,972	1,860	3,926	500	1,750	1,833	4,083	2,995
<b>Graduate</b>	<b>6,766</b>	<b>11,567</b>	<b>10,771</b>	<b>29,104</b>	<b>7,326</b>	<b>11,836</b>	<b>11,783</b>	<b>30,945</b>	<b>30,237</b>
In-State/Can	4,974	6,624	6,372	17,970	5,471	7,599	7,713	20,783	20,205
Out of State/Intl	218	375	475	1,068	217	413	562	1,192	1,214
NEBHE	10	25	17	52	15	50	41	106	84
Non-Res Online	336	3,332	2,524	6,192	300	2,500	2,276	5,076	4,886
Maine Online	1,228	1,211	1,383	3,822	1,323	1,274	1,192	3,789	3,849
<b>Total</b>	<b>16,988</b>	<b>69,877</b>	<b>63,698</b>	<b>150,563</b>	<b>18,268</b>	<b>72,975</b>	<b>67,791</b>	<b>159,034</b>	<b>153,434</b>
<b>Total (w/o EC)</b>	<b>16,579</b>	<b>65,468</b>	<b>61,690</b>	<b>143,737</b>	<b>17,814</b>	<b>68,175</b>	<b>65,820</b>	<b>151,809</b>	<b>146,022</b>

## Discount Rate

	% of Students Receiving Institutional Aid	USM Tuition Discount Rate	Competitor Discount Rate
Discount Report Fall '21	92%	45%	49%
Discount Report Fall '22	91%	45%	50%
Discount Report Fall '23	89%	42%	50%
USM Projecting Fall '24	~86%	~37%	

Changing makeup of USM undergraduate student body has impacted discount rate

- Transfer as large percentage of incoming class
- Competition for Out of State/NEBHE students

Expanded Donor Scholarship awarding to offset gift aid

- 90% of students who filed a FAFSA received some sort of gift aid
- 36% of all graduating Undergraduate students receive their diploma debt-free!



## Academic Priorities

- Retention:
  - Undergraduate Research, Retention, Persistence, and Graduation Committee
  - National Institute of Student Success Process and Recommendations
  - EAB Navigate
  - USM Foundation: Scholarships and Learning Communities
  - Institutional Grants: Learning Communities
  - UMS Transforms
  
- Revenue and Efficiency
  - Increased Indirect
  - Departmental Collaboration in Hiring and Curriculum
  - Program Efficiencies
  - Curriculum Audits for Efficiency and Student Success
  - Degree Completion Programs
  - Transfer Pathways



## Academic Priorities

- Reputation
  - Academic Vision for Excellence: Business and Nursing
  - Arts Integration
  - Honors Redesign
  - Curriculum and Co-Curriculum: Career Hub, Student Affairs, and Civic Education
- Research
  - Implementing Research Council Recommendations
  - Increasing Academic Faculty External Funding
  - Research Support and Administration
  - System and UM Collaboration
  - Institutional Grants
  - MEIF Redesign: Renewed Focus Upon Commercialization and Application
  - Research and Creativity Labs
  - Student Research: UROP, GRO, Thinking Matters, Honors, RLE
  - Unfunded Scholarship and Creative Activity Support
  - Artificial Intelligence Task Force: Teaching, Learning Labs, Staff, General Education, Digital Curriculum

## Conclusion

- Next Steps for FY 2026
- FY 2027 and beyond
- Financial Priorities

