Recommendation	Progress since audit
1. Develop and implement a comprehensive facilities management strategy *Partially implemented*	• Infrastructure replacement values have been updated to align with insurer values • Multi-year infrastructure renewal strategy developed for $70M / 8-year deferred maintenance program with oversight from the Board of Regents • Deferred maintenance/infrastructure renewal planning strengthened with a committee developed to oversee the Campus Renewal Fee program. Risk based approach used to prioritize projects submitted to the Board of Regents for approval • Facilities Maintenance Plan drafted with goals and metrics identified
2. Implement formal and consistent oversight processes *Substantially advanced*	• Campus Renewal Committee established • Physical and Digital Infrastructure Committee mandate updated • FM AG Action Plan Working Group established • Approval process and regular Board of Regents reporting in place • All existing Facilities Management committees have been documented • Terms of References are established, documented and reviewed accordingly • Standard templates developed for agendas and meeting minutes and saved in a central location • Compliance procedure drafted to guide internal checks • Link for all departmental policies and procedures is included in offers of employment and employee orientation
3. Create and update facilities-related policies, procedures and processes *Substantially advanced*	• Fleet Management Policy updated • Policy ownership and accountability clarified • Scan of universities completed and documented policies, procedures and guidelines to help guide next steps • Capital projects policy, space policy and space leasing policy fulsome updates planned in sequence with system/strategy updates
4. Update and regularly report against KPIs and benchmarks *Partially implemented*	• KPIs under development within Facilities Management operational areas • Reporting framework under development • Benchmarks established and trial sample period underway
5. Formalize, implement and monitor academic space scheduling *Partially implemented*	• Expanded use of Infosilem: seven new depts added; used for final exam scheduling on all campuses; new guidelines for large classroom assignments • Academic space policy drafted • Academic scheduling guidelines being drafted

6. Develop and implement a university-wide space management system *Partially implemented*	• Board of Regents approved $1M investment for procurement and implementation of space management software • Procurement of space management system completed
7. Verify accuracy of space management information and conduct audits *Dependent on system implementation*	• Foundational work underway through space management software procurement • Exercise completed in 2025 for transition to activity-based budget model to validate space occupied by all academic units
8. Strengthen leased-space decision making and approvals *Partially implemented*	• Space committee reviews all new leases and lease renewals; standing item on all meeting agendas • Planning underway to end off campus leases and move units back to campus (Pharmacy/Tiffany Court and Music/A&CC) • Board of Regents report on leased spaces issued annually and includes square footages where applicable • Total square footage of leased space is known • Process updated for new lease requests to include a documented review of suitable on campus space prior to looking external
9. Develop and implement a Campus Renewal Fee strategy *Fully implemented*	• Pan-university Campus Renewal Committee established to oversee the risk-based evaluation, prioritization and recommendation of projects to Board of Regents • New risk based, pan university, process used in last two fiscal years • All approved projects are listed on the Memorial website