



IFMA Foundation Standards for Accredited Degree Programs (ADP) Policies and Procedures Winter 2013 Revision

Notes:

This Winter 2013 ADP Revision document is a work in progress. It has been updated to include the IFMA’s revised “core competencies” you will find in section 5. The remainder of the document is under review and revision as well to reflect current initiatives and undertakings the IFMA Foundation is working towards. Our plan is to have the entire ADP Standard and associated ADP Self Assessment Application completed by the end of 2013. For those institutions that are in the process of developing their Self Assessment Application, you will be required to take into consideration all of the requirements of this current ADP Standard. If you have any questions regarding the changes made in this revision, please contact Steve Lockwood, Director Academic Affairs, IFMA Foundation. Steve.lockwood@ifma.org or call 281.974.5601. We appreciate your patience.



IFMA Foundation
Standards for Accredited Degree Program's (ADP)
Winter 2013 Revision
Purpose

The IFMA Foundation is pleased to present its “Standard for IFMA Foundation Accredited Degree Programs.” The standards apply only to facility management degree programs at the undergraduate (associate/diploma, baccalaureate) or graduate level. Universities and colleges offering such programs should adhere to these standards when seeking IFMA Foundation accreditation.

Accreditation is a voluntary method / process of quality assurance used by universities and institutions designed primarily to distinguish schools adhering to a set of educational standards. The accreditation process is also known in terms of its ability to effectively drive student performance and continuous improvement in education. While accreditation is a set of rigorous protocols and research-based processes for evaluating an institution’s organizational effectiveness, it also takes into consideration the programs, the cultural context, the community of stakeholders—to determine how well the parts work together to meet the needs of students and the public.

The purpose of IFMA Foundation Accredited Degree Program (ADP) process is to promote excellence in undergraduate and graduate degree programs in the field of facility management. Since its inception, the IFMA Foundation and the International Facility Management Association (IFMA) have vigorously supported the educational needs of current and future members as well as non-member FM professionals.

The goals of the “Standard for IFMA Foundation Accredited Degree Programs” are to:

1. Offer a means to strengthen existing facility management degree programs;
2. Serve as a guide for developing new facility management degree programs;
3. Provide standards for accrediting new programs and reaccrediting programs already accredited; and
4. Establish a minimum academic education level in which graduates of ADP FM programs are required to achieve

This document outlines the standards and procedures a program should meet and follow in order to become accredited. The chair or leader of any eligible facility management program is strongly encouraged to obtain, complete and return an application for accreditation. The IFMA Foundation Commission on Accreditation will review the application to ensure substantial compliance with

the standards. The basis for evaluating an application emphasizes outcomes assessment. A visiting team will conduct a site visit at an institution as part of the accreditation process. Should a submission not be approved, specific reasons will be given and the institution may resubmit at no additional cost.

This standard is not intended to force all programs to be the same. It is understood that the emphasis on FM functions and responsibilities will differ from region to region throughout the world. Thus, the standards should be used to help shape an FM curriculum that characterizes the actual practice of facility management and truly prepares students for careers in the real world.

Three IFMA documents were used as guidelines in developing the ADP standards:

1. “Model Curriculum for First Professional Degree Programs,” used since the late 1980s in designing college and university facility management programs;
2. “Competencies for Facility Management Professionals,” which outlines the competencies, performances, behaviors and criteria for successful facility management; and
3. The IFMA 2009 Global Job Analysis Study (GJAS).

IFMA revised its Core Competencies in 2009 based on the 2009 GJAS and represent a major update to this current ADP revision document. You will find these revisions in section 5 of this ADP standard. The areas of knowledge will reflect the 11 core competencies announced by IFMA in 2009 as a basis for developing or revising FM curriculum at higher education institutions.

The standard describes both scholarly and real-world facility management applications and practices and provides a comprehensive model for an ideal facility management program. The Commission on Accreditation deliberately did not set mandatory percentages or other strict thresholds for accreditation. Each program is encouraged to retain its uniqueness while providing the basic curricular structure needed to assure that its graduates are truly prepared for real-world careers in facility management.

This standard recognizes the importance of variation and diversity in program offerings. By applying for accreditation, an institution acknowledges that facility management is a profession that has come of age and has clearly definable competencies. At the same time, there remains a great deal of latitude and specialization within the field. Therefore, accredited programs can meet both IFMA and IFMA Foundation standards and remain distinctly unique.

Section 1

Standards for IFMA Foundation Accredited Degree Programs

1. Introduction

Mission and Purposes of the IFMA Foundation Accredited Degree Program (ADP)

The mission of ADP is to be a leading international advocate of quality Facility Management education, and to promote, support, and accredit Facility Management programs. The purposes established for IFMA Foundation's ADP program are listed in the following document.

1.1 Definition of Facility Management

Facility management is a profession that encompasses multiple disciplines to ensure functionality of the built environment by integrating people, place, process and technology.

1.2 Undergraduate and Graduate Degree Programs

Undergraduate and graduate degree programs are associate's, bachelor's and master's degree programs in colleges and universities. These are designed to prepare students for careers as facility management professionals. Four-year undergraduate programs will include FM study at least during the junior and senior years of a baccalaureate program, with appropriate lower division course work from a four-year institution or accredited community colleges.

1.3 IFMA Foundation Accredited Degree Program Standard Background

This standard was first developed in 1996 by the IFMA Committee on Recognized Programs, established by the International Facility Management Association board of directors in 1996. In July 2007, IFMA and the IFMA Foundation agreed that the IFMA Foundation should assume responsibility for the Recognized Degree Programs; then the Recognized Degree Program Committee was dissolved by the association. The IFMA Foundation board of trustees in October 2007 formed the Committee on Academic Affairs to assume the duties and responsibilities of the Recognized Degree Program Committee. The standard was revised, updated and approved in February 2008. In April 2009 the IFMA Foundation Board of Trustees approved changing the Recognized Degree Program to an Accredited Degree Program. An associate (diploma) degree standard and changes reflecting the move to a Commission on Accreditation (as opposed to a committee) were added in December 2009.

In December 2010 the ADP standard was revised for several major reasons; the re-organization of the standard's administrative functions, the addition of provisional accreditation, annual fees adjustments and adding FM program visitation requirements.

This current (2013) ADP Standard revision reflects several major update areas:

1. Integrates, adds and updates the 11 Core Competencies
2. Updates the ADP application fees, site visit fees and annual fees
3. Adjust the minimum academic requirements for each of the ADP program levels: associates, bachelors, and graduate programs
4. Introduce the planned changes required to become recognized by the Council for Higher Education Accreditation (CHEA) as an Accrediting Organization
5. Update the IFMA Foundation Accredited Degree Programs "Self-Study Report / Application to meet the ADP Standard requirements.

Accreditation by the IFMA Foundation of facility management programs is a voluntary process. Applicants prepare and submit a self-study document that demonstrates achievement of the standards set forth in this document. This self-study is evaluated by the IFMA Commission on Accreditation, established by the IFMA Foundation board of trustees. See Sections 3 and 4 of this document for more detailed information.

1.4 Purpose

The purposes of IFMA Foundation's ADP accrediting process are:

- i. to formulate a process that is consistent for all institutions seeking FM accreditation;
- ii. to develop and implement accreditation criteria and standards;
- iii. to carry-out the accreditation process; and
- iv. to publically identify its accredited FM programs for the benefit of all concerned.

Accreditation serves the following purposes:

- i. **Assuring Quality:** Accreditation is the primary means by which FM institutions and programs assure quality to students and the public. Accredited status is a signal to students and the public that a program meets certain standards for its faculty, curriculum, student services, key stake holders etc.
- ii. **Developing and maintaining employer / institution confidence:** Accredited status of a program is important to employers and other institutions when evaluating credentials, skills and competencies of an applicant.
- iii. **Enabling more consistent transfer of credits:** Accreditation is important to students for a smooth transition of courses and credits among colleges, universities and programs. The ADP Standard encourages ADP institutions to develop articulation agreements with other ADP programs.

The goal of the IFMA Foundation's Accredited Degree Program standard is to guide those institutions desiring accreditation. The IFMA Foundation's ADP program accredits and approves FM programs that demonstrate substantial academic preparation in the IFMA defined Core Competency areas (outlined in the 2009 Global Job Analysis Guide conducted by IFMA) of facility management in the following areas (further defined in section 5):

1. Leadership and Strategy;
2. Operations and Maintenance;
3. Project Management;
4. Communication;
5. Finance and Business;
6. Human Factors;
7. Quality;
8. Real Estate and Property Management;
9. Technology;
10. Emergency Preparedness & Business Continuity*;
11. Environmental Stewardship & Sustainability*;
12. Integrative and Problem Solving Skills (Capstone course for all BS and graduate level programs)

Note: (*) these are two new core competencies

A graduate from an IFMA Foundation Accredited Degree Program at the baccalaureate or master's level will have the necessary academic preparation to enter the profession and the academic foundation leading toward professional certification. The potential employer will know that a graduate of an IFMA Foundation baccalaureate or master's Accredited Degree Program has received a broad-based education in the fundamentals of all of the core competency areas identified by IFMA and the IFMA Foundation.

A graduate of an IFMA Foundation Accredited Associate Degree Program will have knowledge of at least six of the competencies and be able to join the FM workforce at the entry level or transfer to a FM baccalaureate degree program.

The other purpose of the Accredited Degree Program standard is to assist in the development of quality FM academic programs in universities and colleges that do not have sufficient offerings in the IFMA's core competency areas outlined. This program should also encourage the development of new facility management programs at quality higher education institutions.

1.5 Responsibility

As the premier facility management association and foundation in the world, IFMA and the IFMA Foundation have a responsibility to advance the facility management profession. The IFMA Foundation is working to achieve this goal through its accreditation of facility management degree programs. The IFMA Foundation ADP Commission on Accreditation (CoA) is dedicated to the development and maintenance of the FM curriculum for FM degree programs.

2. Administrative Organization

Decision making authority for implementing the accreditation process is carried out by the IFMA Foundation Commission on Accreditation (CoA). Accreditation decisions including revisions to the ADP standard determined by this body are not subject to approval by any officers, committees, or boards of IFMA or the IFMA Foundation, provided such rules do not conflict with law, the IFMA Foundation articles of incorporation or bylaws.

2.1 Commission on Accreditation

2.1.1 Commission Membership

- 2.1.1.1 Unless otherwise stated, all positions shall serve a three year term. The exception will be with those initial terms which will be staggered between one, two and three year terms. Commission membership will consist of a minimum of four full-time academic faculty members from accredited FM degree programs, two of whom must be from institutions outside of North America. Additionally, there shall be three facility management practitioners: at least one Certified Facility Manager[®]; at least one representative from federal, state, or local government; and one from outside of North America. There shall be one additional member from the general public (a non-FM professional). The commission chair and vice chair are elected by the commission members. The IFMA Foundation director of academic affairs shall be an ex-officio member of the commission without voting privileges.
- 2.1.1.2 There shall be a minimum of eight committee members, as outlined in Section 2.1.1.1.

2.1.2 Commission Authority

The Commission on Accreditation has autonomous decision-making authority and responsibility for the following activities:

- a. Approving or disapproving applications for accreditation and reaccreditation.
- b. Determining length of accreditation and reaccreditation period.
- c. Identifying and requesting additional institutional reports as needed to meet accreditation or reaccreditation requirements.
- d. Creating new standing or ad hoc sub-committees including selection of members whose activities will enhance the work of the Commission on Accreditation. The CoA shall be organized with standing committees as outlined and shown in Appendix A.
- e. Reviewing and approving the accreditation and reaccreditation fees, policies, procedures and standards (see Section 4.2 regarding fees).

2.1.3 Commission Meetings

The commission is required to have a face-to-face meeting at least once a year at IFMA's annual conference unless otherwise notified. Teleconference meetings shall be held on a quarterly basis or as needed.

2.1.4 Institutional Notification of Commission Decisions

Institutions will be notified of commission decisions within 30 calendar days after the commission meets.

2.2 Periodic Assessment

As necessary or every three years, the commission will review and revise the standards and procedures for accreditation and reaccreditation.

2.2.1 Standing Committees

- 2.2.1.1 Accreditation Board appointed by the CoA - Inactive
- 2.2.1.2 ADP Standards Committee appointed by the CoA
 - 2.2.1.2.1 Associate/Diploma Standard Sub-Committee appointed by CoA
 - 2.2.1.2.2 Baccalaureate Degree Sub-Committee appointed by CoA
 - 2.2.1.2.3 Graduate Degree Standard Sub-Committee appointed by CoA
 - 2.2.1.2.4 Accreditation/Reaccreditation Committee appointed by CoA
 - 2.2.1.2.5 Provisional Accreditation Committee appointed by the CoA
- 2.2.1.3 Student ePoster Competition Committee appointed by the CoA
- 2.2.1.4 The membership, duties and responsibilities of the standing committees are delineated in Appendix A
- 2.2.1.5 Standing committees can be added by the CoA and their existence ended by a majority vote of the CoA.

2.3 Appeals Committee

2.3.1 Appeals Committee Membership

The appeals committee shall consist of the vice-chair of the Commission on Accreditation and three members of the Commission on Accreditation, two academics and one CFM[®], for a total of four members.

2.3.2 Decisions that May be Appealed

An institution may petition for review of adverse decisions of the commission on any of the following grounds. The institution believes that the Commission on Accreditation:

- a. Failed to follow stated procedures;
- b. Failed to consider all the evidence and documentation presented in favor;
- c. Acted improperly by disregarding accreditation standards or procedures; or
- d. Included a commission member who may evidence bias.

2.3.3 Committee Activation

The appeals committee will be activated by the chair of the Commission on Accreditation upon receipt of a request to review the decision from the dean, director or chair of the FM program. The petition must relate to one of the aforementioned grounds, and justification must be provided for the basis of the request.

2.3.4 Schedule for Decision Review Petition Submission

The institution must notify the chair of the appeals committee in writing of its intention to petition for review of the decision no later than 30 calendar days from the date the institution was notified of an adverse decision. No later than 60 calendar days from the same date, the institution shall submit documentation supporting such a petition.

2.3.5 Program Status during Decision Review Process

The accreditation status of the program shall remain unchanged during the review process, and there shall be no public notice of any change in program status until the review process is complete.

2.3.6 Appeals Committee Meeting

A meeting or conference call of the appeals committee shall be called by the chair of the Commission on Accreditation within 90 calendar days of the receipt of the documentation for the review petition from the filing institution. The meeting or conference call of the appeals committee shall be conducted in accordance with due process. The appellant institution has the right to a

hearing before the appeals committee. The meeting of the review committee should be held on the campus of the institution submitting the appeal petition. The final action or recommendation must be communicated in writing to the Commission on Accreditation no less than 60 calendar days prior to the next scheduled meeting of the committee.

2.3.7 Possible Action by the Appeals Committee

The appeals committee may take one of two actions: (1) Affirm the original decision, or (2) Recommend that the Commission on Accreditation reconsider its original decision. In either case, the appeals committee shall provide reasons for its action. Notifying the institution of the committee's decision shall be in accordance with section 2.1.4.

2.3.8 Resubmission of a Review Petition

An institution may petition only once for a decision review. The review is considered complete when the Commission on Accreditation makes its final decision.

2.3.9 Costs Incurred by a Decision Review Petition

The costs related to activation of the appeals committee shall be shared equally by the petitioning institution and the IFMA Foundation. Costs may include, but are not limited to: travel and lodging for the appeals committee to attend the meeting

2.4 Conflicts of Interest

Only commission members without potential conflicts of interest shall be involved in formulating recommendations or the decision making process. Individuals shall be considered to have a potential conflict of interest if they:

- a. Have ever been employed by the institution being reviewed;
- b. Have relatives in the employ of, or attending, the institution being reviewed;
- c. Own more than five percent of the stock in a company that does business with the institution being reviewed;
- d. Are employed by a company that markets products directly to the institution being reviewed; or
- e. Ever attended or applied to attend the institution being reviewed.

Individuals involved with accreditation or reaccreditation of programs shall remove themselves from the review of any institution when any of the aforementioned situations exist.

2.5 List of Those Serving on the Commission on Accreditation

A list of all individuals on the Commission on Accreditation is available upon request from the IFMA Foundation. The list contains names, professional addresses, telephone numbers and e-mail addresses.

Section 3

3. Standards for Accreditation – Undergraduate and Graduate Degree Programs

The objective of accreditation and reaccreditation is to ensure that Accredited Degree Programs in facility management are in substantial compliance with established standards as outlined in this section of the document. It is understood that programs will vary in their compliance with the standards. The Commission on Accreditation will have sole responsibility for determining compliance.

In order to apply for accreditation, an institution must have awarded facility management degrees for two consecutive academic years.

Each applicant institution will prepare a self-study report that documents its compliance with the standards. In this accreditation process, the emphasis is an outcomes based assessment. The entire self-study must be submitted in English and prepared in the format provided by the IFMA Foundation. The self-study report shall follow the guidelines in this document and be completed by representatives of the institution's administrative staff and teaching faculty.

3.1 Philosophy and Objectives

3.1.1 Mission

The mission and purpose of the academic division that houses the facility management program shall be compatible with the definition of facility management as set out in section 1.1.

3.1.2 Program Goals

The facility management program shall have clearly written goals and objectives and shall state its strategies for achieving these goals and objectives.

3.1.3 Program Acceptance

The program shall be understood and supported by appropriate individuals and representative groups within the internal university community, the external business and the facility management community.

3.2 Program

3.2.1 Program Name

Each program and/or program option shall have the words "facility (facilities) management" in the title. Titles such as "business," "engineering" or "architecture," which imply that the focus of the program is in a related field of study, are not appropriate.

3.2.2 Program Level

Accredited Degree Programs may award FM degrees at the following levels:

- Associate (Diploma)
- Baccalaureate
- Master's

3.2.2.1 An institution may confer any of the above degrees, but each must be accredited separately using the criteria herein. A final examination or comprehensive assignment should be given for each FM course required for graduation regardless of the degree

sought.

3.2.2.2 Associate degree programs must have at least one articulation agreement with an Accredited Degree Program (this requirement can be waived by the CoA if the institution submits compelling information as to the effect it would have on achieving accreditation).

3.2.2.3 Baccalaureate programs are expected to offer the primary FM programs in the junior and senior year of study. Appropriate lower level basic courses may be offered by the aforementioned institution or may be transferred from other institutions including accredited community and junior colleges and technical institutes.

3.2.2.4 Master's programs must require that the admission criteria include a baccalaureate degree in FM or a related area. Prerequisites must meet entry-level competencies required for all those admitted to the institution's graduate school.

3.2.3 Program Definition

3.2.3.1 Associate (diploma) degree. Due to limited classroom time at the associate level, each program should only have one option, specialization or concentration. It shall be demonstrated through the program's course of study that comprehensive knowledge in six or more of the IFMA core competency areas of knowledge identified in Section 5. Of the eleven competencies that have to be taught they must include:

- Operations and Maintenance
- Technology
- Project Management

Specific course requirements for each area of knowledge shall be clearly specified and shall meet or exceed IFMA Foundation standards; however, a capstone course is not required.

3.2.3.2 Baccalaureate degrees may have one or more options, specializations or concentrations. Specific course requirements shall meet or exceed IFMA Foundation standards. It is not required that an institution teaches all of the IFMA core competency areas of knowledge identified in Section 5. Certain standards, such as follow-up studies of graduates, may not be appropriate for new options within established programs, and a waiver may be granted by the IFMA Foundation Commission on Accreditation.

3.2.3.3 Master's programs may have one or more options, specializations or concentrations and should demonstrate strength in the following competency areas:

- Finance and Business
- Communication
- Leadership and Strategy
- Quality

Master's degree programs should require independent thinking skills and the ability to solve challenging problems through research, investigation, and analysis and development of sound and learned solutions as well as include a presentation and defense. Specific course requirements shall meet or exceed IFMA Foundation standards. It is not required that an institution teaches to all of the IFMA core competency areas of knowledge identified in Section 5. Certain standards, such as follow-up studies of graduates, may not be appropriate for new options within established programs, and a waiver may be granted by the IFMA Foundation Commission on Accreditation.

3.2.3.4 Online programs can be and have been accredited and are encouraged as a means to educate FM professionals. They should meet the criteria set forth in Sections 3.2.2 and 3.2.3

3.2.4 Program Emphasis

Primary emphasis in the program shall reflect accepted facility management practices.

3.2.5 Course Sequencing

There shall be evidence of appropriate sequencing of course work in each program to ensure that advanced level courses build upon concepts covered in beginning level course work.

3.2.6 Facility Experiences

Each program shall include appropriate facility experiences, such as on site visits, facility tours, work-study options and cooperative education or seminars focusing on problem-solving activities related to facility situations.

3.2.7 Program Validation

Appropriate validation of program content shall be an ongoing process and shall be accomplished through a combination of external experts, formal advisory committee and follow-up studies of program graduates. Documentation of this validation process shall be provided in the self-study report.

3.2.8 Program Development, Revision and Evaluation

Program development, revision and evaluation shall involve currently enrolled students, individuals responsible for instruction, program graduates and representative employers. These individuals should be part of the advisory process and may be members of a formal advisory committee.

3.2.9 Transfer Course Work

Policies shall ensure that course work transferred from other institutions is comparable to course work offered at the institution with program accreditation or seeking program accreditation.

3.2.10 Program Publicity

Institutions shall broadly and accurately publicize to potential students: (a) Facility management program goals and objectives; (b) Pre-admission testing or evaluation requirements and standards; (c) Assessment measures used to advance students through the program; (d) Graduation rates, placement in facility management rates, and starting salaries; and (e) Fees and other charges.

3.2.11 Legal Authorization

Only institutions and programs legally authorized under applicable law to provide a program beyond the secondary level are considered for accreditation.

3.3 Instruction

3.3.1 Study Guides/Course Materials

Course syllabi and other related materials for each course must be included in the self-study report and conform to the institutions requirements or the requirements listed below:

- a. Number and title;
- b. Instructor name and rank/title;
- c. Subject matter to include goals and objectives;
- d. Assessment methods;
- e. Number of lecture and laboratory hours, as well as credit hours;
- f. If course is required (core), optional or elective;
- g. Prerequisites if required;

- h. Brief description of the course as shown in the program catalog or online summary;
- i. Required texts and/or required/recommended reading, including books, periodicals, web sources and other resources in a standard format;
- j. Detailed outline of subjects addressed in each lecture;
- k. Course assessment methods describing attendance, participation, assignments, reports, examinations, presentations, grade percentage values and so forth;
- l. Learning outcomes with reference to how they relate to the IFMA standards in Section 5, areas of knowledge.

3.3.2 Learning Methodology

The standard methodology or methodologies used for teaching and learning should be identified and explained for the curriculum overall or for each course individually. The goals of the program and knowledge levels for graduates should also be identified.

3.3.3 Evaluation of Learning

Assessment tools should be identified for the program overall or for each course individually. Evaluation of the scope of learning and tools for evaluation of student achievement of the objectives should be clearly outlined to provide the review committee an understanding of how students are evaluated and how these evaluations impact course content, development and improvement.

3.3.4 Program Balance

Appropriate integrative and problem-solving activity shall be included in the program, and a reasonable balance must be maintained in course work between the practical application of "how" and the conceptual emphasis of "why."

3.3.5 Computer Applications

The program shall include instruction on computer applications for facility management problem solving.

3.3.6 Communications

Oral presentations and technical report writing shall be elements of course requirements.

3.4 Faculty

3.4.1 Full-Time Faculty

We recognize that each institution has established qualifications for faculty. This includes education/academic achievement levels, full and part time assignments, length of service requirements, and appropriate teaching load requirements.

Our interest is to make sure that each program meets the institution's established qualification and to make sure that each program and program option shall have at least one appropriately qualified faculty member dedicated to the facility management program. Faculty qualifications shall include emphasis upon: (a) Extent and pertinence of academic preparation; (b) Extent, recency and pertinence of facility professional level experience (such as technical supervision or management); (c) Extent, recency and pertinence of applied facility experience (such as technical applications); and (d) Membership and participation in appropriate professional organizations.

3.4.2 Minimum Faculty Qualifications

The minimum academic qualifications for a faculty member shall meet the institutions established requirements in a discipline closely related to the faculty member's instructional assignments (except in unusual circumstances that must be justified individually). Professional degrees, licenses, certifications and other professional experience also will be considered in the evaluation process.

3.4.3 Academic Preparation of Faculty

Regular full-time faculty members assigned to teach in the program shall meet the institutions established qualifications for faculty.

3.4.4 Selection and Appointment Policies

Policies and procedures utilized in the selection and appointment of regular faculty shall be clearly specified and shall be conducive to the maintenance of high-quality instruction.

3.4.5 Tenure and Reappointment Policies

Faculty tenure and reappointment policies and procedures shall follow the institutions established policies.

3.4.6 Faculty Loads

Faculty teaching, advising and service loads shall be comparable to the faculty in other professional program areas of the institution. Consideration shall be given in faculty teaching load assignments to high contact hours resulting from laboratory and studio teaching assignments.

3.5 Students

3.5.1 Admission and Retention Standards

Admission and retention standards shall be used to ensure that students enrolled are of high quality. These standards shall compare favorably with the institution's standards. Sources of information may include admission test scores, secondary school rankings, grade point averages, course syllabi, course examinations, written assignments and oral presentations.

3.5.2 Scholastic Success of Students

Facility management students shall have scholastic success comparable to those in other curricula in the institution. Grading practices in facility management courses shall be comparable to other departments and/or programs in the institution.

3.5.3 Placement Services

Appropriate services shall be available to assist with the placement of program graduates. Placement of graduates shall be tracked and the effectiveness of the services shall be evaluated by the administrative unit containing the facility management program.

3.5.4 Placement of Graduates

The initial placement, job titles, job descriptions and salaries of graduates shall be consistent with the program goals and objectives. Follow-up studies of graduates shall be conducted at least every six years to coincide with reaccreditation. Summary statistics relating to follow-up studies of graduates shall be made available to potential students and submitted to director of academic affairs of the IFMA Foundation in the annual report. These statistics shall include placement rates as well as salary levels of program graduates.

3.5.5 Student Evaluation of the Program

Evaluations of the facility management program shall be made by its graduates at least every six years to coincide with reaccreditation. Student evaluations of individual classes shall be conducted on a regular basis.

3.5.6 Student Enrollment

The level of available resources shall be considered as a constraint on the maximum number of qualified students to be admitted to the program. Enrollment shall be tracked, and factors affecting enrollment patterns shall be identified and analyzed. Enrollment projections shall be made that relate closely to short and long-range goals and resource needs.

3.5.7 Advisory and Counseling Services

Adequate and timely advising and counseling services shall be available for students.

3.5.8 Ethical Practices

Ethical practices shall be fostered, including equitable student tuition refunds and non-discriminatory practices in admissions and employment.

3.5.9 Academic Honesty and Plagiarism

An institution's recruiting material should emphasize its commitment to academic integrity and reject plagiarism for both classroom and online courses. Student orientation meetings should contain the same material. Typical disciplinary actions for individuals deemed to have cheated should be explained, publicized, and readily available to all students.

3.6 Administration

3.6.1 Program Administration

Programs in facility management are expected to have an identifiable, qualified individual with direct responsibility for program coordination and curriculum development. This individual should be a full-time faculty or administrative employee of the institution.

3.6.2 Administrative Leadership

Individuals assigned to administer facility management programs must demonstrate effective leadership and satisfactory support for the program.

3.6.3 Administrative Support

There must be appropriate support for facility management from the personnel holding leadership positions in the departments and colleges where facility management is located.

3.6.4 Support Personnel

Support personnel such as teaching assistants, student work-study assistants, secretaries and service technicians shall be adequate to support program objectives.

3.7 Facilities and Equipment

3.7.1 Adequacy of Facilities and Equipment

Physical facilities and equipment, which are suitable to serve the goals and objectives of the program, shall be available for each program option. These include laboratory facilities, library resources, computer hardware and peripherals, facility management and office suite software, wireless broadband Internet access, etc.

3.7.2 Support for Facilities and Equipment

Facility and equipment needs shall be reflected in the long term goals, objectives and strategic plan of the program. Sources of potential funding shall be identified.

3.8 Computer Systems

3.8.1 Technical Support

Appropriate computer systems shall be available to students and faculty to cover functions and applications in each program area. These systems must be on-site, centralized or decentralized as long as the systems are accessible to students and faculty by networks and/or other appropriate equipment.

3.9 Financial Resources

3.9.1 Financial Support

The budget for the facility management program shall be adequate to support program objectives and available to the FM program head.

3.10 Library Services

3.10.1 Library Resources

The administrative unit containing the facility management program and/or the institutional library shall maintain a collection of current facility management literature and reference materials adequate to meet the curriculum and research needs of students and faculty in house, through the internet, or inter-library loans.

3.11 Facility Management Program Advisory Committee

3.11.1 Program Advisory Committee

An advisory committee of knowledgeable FM professionals shall assist in the validation of program content. If more than one program or program option is available, then appropriately qualified facility representatives shall be added to the committee or more than one committee shall be maintained. Evidence shall be presented to indicate the: procedures used in selecting members; length of appointment; organization of the committee; committee responsibilities; frequency of meetings; and methods of conducting business. PAC members should include practicing FM professionals, program graduates, and at least one member from outside the geographical area served by the institution.

3.11.2 Advisory Committee Meetings

The program advisory committee shall meet at least once each year and meeting minutes recorded and included in the annual report.

4. Accreditation Policies

4.1 Type of Program

The IFMA Foundation recognizes clearly identifiable programs at the associate (diploma), undergraduate and master's level that meet the standards of accreditation. The sponsoring institution or department must meet the official accreditation or accreditation standards for institutions of higher education appropriate to its country.

4.1.1 Legal Authorization

Only institutions and programs legally authorized under applicable law to provide a program beyond the secondary level are considered for accreditation.

4.2 Accreditation Fees and Costs

The fees for accreditation, reaccreditation, provisional accreditation, the annual maintenance fee, and any new costs and fees will be determined by the IFMA Foundation's Director of Academic Affairs in consultation with the CoA. Costs and fees will be comparable to those of other accreditation bodies while set to encourage FM program accreditation and reaccreditation. Current costs and fees will be posted on the IFMA Foundation's website. Changes to costs and fees will be posted to the website a minimum of two months ahead of implementation with more advanced notice provided whenever possible. If a program appeals a decision, costs outlined under section 2.2.9 will apply.

Accreditation and reaccreditation fees must be received by the IFMA Foundation before an accreditation or reaccreditation visit will be scheduled. Annual fees must be paid by the date on the IFMA Foundation invoice or sanctions may be invoked.

4.3 Accreditation Process

4.3.1 Accreditation Self-Study Report

The institution must submit their entire application electronically as a PDF file to the IFMA Foundation director of academic affairs. The format and content for the self-study is included in this document. It is understood that courses will be taught in native language of the institution; however, the self study must be submitted in English. The IFMA Foundation will distribute the report to the Commission on Accreditation and the institution visitation team.

4.3.2 Accreditation Visit

4.3.2.1 The director of academic affairs of the IFMA Foundation or their designated representative and a member of the Commission on Accreditation shall visit the institution seeking accreditation within 90 days after the self-study is submitted.

4.3.2.2 The visit shall be two or three days in length and include the following:

- a. Review and tour of program facilities;
- b. Meeting with the entire FM faculty;
- c. Attendance and/or participation in FM classes;
- d. Review graded examinations, quizzes, reports, projects and other student work;
- e. Meeting with a cross-section of FM students from each year of study, freshman through senior;
- f. Meeting with school or college administrative faculty where the FM program is housed; and
- g. An exit interview with the FM program head and other faculty and administrators as determined by the institution.

4.3.2.3 The travel costs for the ADP visitation team will be paid by the institution seeking accreditation. Generally, the visitation team will consist of 2 – 3 members team. Expense reimbursement shall be in accordance with the IFMA Foundation’s policies and procedures (available upon request).

4.3.2.4 The visitors will submit a written report to the Commission on Accreditation outlining their findings within 45 days of the accreditation visit.

4.4 Commission on Accreditation

The commission will review and act on each self-study report at any of its meetings or teleconferences; special circumstances may require an electronic ballot. The head of the institution or his or her representative may attend the meeting or teleconference to briefly address the commission. This person will not be permitted to remain in the meeting after his or her address is complete. The final action by the Commission on Accreditation will be reported:

- a. Orally (upon request) by the commission chair after the annual meeting to an institutional representative who may be in attendance at the meeting;
- b. By e-mail and letter from the Commission on Accreditation to the head of the applicant institution and the head of the program within 30 calendar days after the commission meeting. In cases where adverse action was taken by the commission, the letter will include a statement of the reasons for the adverse decision along with a copy of the appeals procedure; and
- c. In appropriate IFMA and IFMA Foundation publications, if the action is to grant accreditation or maintain accreditation.

4.5 Accreditation Publicity

An institution may indicate IFMA Foundation accreditation only during the period of such accreditation. Institutions may not publicize that they either have "applied for accreditation" or that they are a "candidate for accreditation" or any similar claim.

4.6 Accreditation and Certification of Facility Managers

Graduates from IFMA Foundation accredited baccalaureate or master’s programs are eligible to sit for the CFM exam after three years of practice instead of the four or more years required for all other facility managers. Graduates of IFMA Foundation baccalaureate or master’s-level accredited programs are immediately eligible for the Facility Management Professional designation.

4.7 Review of Complaints

Complaints against an accredited program will be investigated if the complaint is submitted in writing, with appropriate documentation, to the chair of the Commission on Accreditation. The complaint first will be referred to and reviewed by the IFMA Foundation director of academic affairs or their designee, and a decision will be made by this person on whether to pursue the complaint. Only complaints relating to the violation of standards will be pursued. If the decision is made not to review the complaint, the individual submitting the complaint will be notified within 30 calendar days of receipt of the complaint of this decision, and the institution against whom the complaint is lodged will be notified within 30 calendar days of receipt of the complaint that a complaint was received and a decision was made not to pursue it.

If a decision is made to pursue the complaint, the institution and program head will be notified within 30 calendar days of receipt of complaint and they must respond to the complaint in writing within 30 days of receipt of the notice. After receipt of the written response, the IFMA Foundation director of academic affairs or their designee within 30 calendar days of receipt of the written response may decide to refer the complaint to the Commission on Accreditation for

action, decide not to further pursue the complaint, or take other actions such as sending a consultant approved by the commission for an on-site visit. The consultant within 30 calendar days of the on-site visit must submit a report and recommendation regarding the complaint for possible action by the Commission on Accreditation. If, at this stage, the Commission on Accreditation believes the institution has adequately refuted the complaint, or if the institution acknowledges the validity of the complaint and initiates appropriate and adequate action to correct the violation, the commission will act in a timely manner to notify the complainant and the institution of the resolution of the complaint. If the institution either does not adequately refute the alleged violations, or if it cannot or will not attempt to correct the alleged violations, the matter will be placed on the agenda for the next Commission on Accreditation meeting for action, or a special meeting of the commission will be called by the chair. Actions that may be taken by the Commission on Accreditation include withdrawal of program accreditation. Every effort will be made to ensure that complaints are handled in a timely manner.

It is the policy of the IFMA Foundation and the Commission on Accreditation that all complaints are to be considered as confidential and all IFMA Foundation and commission members are bound by the confidentiality agreement they sign.

4.8 Review and Approval of Accreditation Policies, Procedures and Standards

Responsibility for developing proposed policies, procedures and standards (and the revision of existing materials) for the accreditation of facility management programs rests with the Commission on Accreditation and the IFMA Foundation director of academic affairs. The Commission on Accreditation shall conduct hearings at least every three years to review accreditation policies, procedures and standards and shall seek input from: institutions with Accredited Degree Programs; institutions with non-accredited programs; institutions seeking accreditation; and consultants. Accreditation policies, procedures and standards are printed in this document which is available upon request to interested individuals, organizations and the IFMA Foundation website.

4.9 Accreditation Status of Programs

The IFMA Foundation office maintains a list that identifies: institutions with accredited programs; the programs at each institution that have been accredited; and the date for the next scheduled review or reconsideration of accreditation. This list is made available to the public and is also posted on the IFMA Foundation website at www.ifmafoundation.org.

4.10 Related Accrediting Agency Status

In considering whether to grant initial accreditation to a program, the Commission on Accreditation will take into account actions by accrediting agencies that have denied accreditation to the institution or program, have placed the institution or program on public probationary status or have revoked the accreditation status of the institution or program. Furthermore, if any of the above actions take place during an accreditation period, the status of accreditation will be reviewed promptly to determine if there is cause to alter that status. It will be the responsibility of the head of the institution to notify the Commission on Accreditation of any change in institutional or program accreditation status during a period of accreditation.

4.11 Requests for Extensions

The Commission on Accreditation may grant a one year extension for the initial accreditation period or for the reaccreditation period. Such extensions are granted only in rare instances, and institutions submitting such a request must provide significant documentation of the reasons for the request. Requests for extensions should be received at the IFMA Foundation 60 calendar days prior to the annual commission meeting and one year in advance of the end of the accreditation or

reaccreditation period for the institution. Any extensions granted will be applied toward the subsequent accreditation or reaccreditation periods.

4.12 Annual Report

On July 1 of every calendar year, the director of academic affairs will request that each accredited program: furnish the IFMA Foundation with an annual report covering the most current academic calendar year. Based on institutions have differing calendar years the most current reporting year is desired. Annual fee as outlined in Section 4.2 of this document are also due at this time. The annual report and fee will be due Oct. 31 of every calendar year.

The purpose of providing the annual report to the Commission on Accreditation is to add value to the Accredited Degree Program. By sharing the report information, including successes and challenges, all the Accredited Degree Programs should maintain their focus on the standard and engage in continuous improvement. Through this effort, the IFMA Foundation will promote the development of a community of best practices in facility management education.

4.12.1 Annual Report Content

The annual report shall provide the following information:

- a. The number of students in the program during each academic year;
- b. The number of degrees granted, providing both undergraduate and graduate degree information where applicable;
- c. Any changes in faculty. For new faculty submit a curriculum vitae;
- d. Any substantial program changes made during this period;
 - (1) If it appears to the Commission on Accreditation that the changes may have altered the compliance status of the program, the committee may require a more extensive report on the changes and then review the accreditation status of the program.
- e. Minutes of the Program Advisory Committee's meeting(s); and
- f. While not required, it is highly recommended that the institution furnish the following:
 - (1) Significant program successes; and
 - (2) Significant program challenges.

4.13 Procedures for Reaccreditation

4.13.1 Reaccreditation Self-study

4.13.1.1 The institution submits a short self-study in the year in which reaccreditation is required by a date mutually agreed upon by the institution and the director of academic affairs of the IFMA Foundation, but no later than March 1 of the expiration year.

4.13.1.2 This short self-study should only address those items that have changed since the accreditation study. The process focuses on the changes and does not require the institution to submit an entire self-study where much of the previous work might be duplicated.

4.13.1.3 The submission should be organized just like the regular self-study; the first part should be a narrative letter addressed to the commission that summarizes any changes in the accredited FM program that have taken place since the last review.

4.13.1.4 The next part of the submission should be organized just like the regular self-study submission, with only those sections that have changed.

4.13.1.5 Any new courses added to the curriculum shall have their syllabi included in the short self study submission.

4.13.1.6 In the instance of new faculty, their resumes and teaching assignments would be included in the addendum.

4.13.2 Reaccreditation Visit

4.13.2.1 The director of academic affairs of the IFMA Foundation or their representative and a member of Commission on Accreditation shall visit the institution seeking reaccreditation at least 90 days after the short self-study submission is received.

4.13.2.2 The visit shall be two or three days in length and include the following:

- a. Review and tour of program facilities;
- b. Meeting with the entire FM faculty;
- c. Attendance and/or participation in FM classes;
- d. Review of graded examinations, quizzes, reports, projects, and other student work;
- e. Meeting with a cross-section of FM students from each year of study, freshman through senior;
- f. Meeting with school or college administrative faculty where the FM program is housed; and
- g. An exit interview with the FM program head and other faculty and administrators as determined by the institution.

4.13.2.3 The travel costs for the ADP visitation team will be paid by the institution seeking accreditation. Generally, the visitation team will consist of 2 – 3 members team. Expense reimbursement shall be in accordance with the IFMA Foundation’s policies and procedures (available upon request)..

4.13.3 Reaccreditation Report

4.13.3.1 Reaccreditation visitors must prepare a written report and submit it to FM program head and the appropriate administrative officer within 45 days of the visit. The report should specifically highlight strengths, weaknesses (areas that need improvement) and undeveloped potential.

4.14 Procedures for Provisional Accreditation

4.14.1 Provisional Accreditation Self-Study Report

The institution must submit their entire application electronically as a PDF file. The format and content for the self-study is included in this document. It is understood that courses will be taught in native language of the institution; however, the self study must be submitted in English. The IFMA Foundation will distribute the report to the Commission on Accreditation and the visitors.

4.14.2 Provisional Accreditation Visit

4.14.2.1 In order to be considered for provisional accreditation the following conditions must be met:

- a) FM curriculum must be approved by all institutional and government bodies with codified responsibility.
- b) A definite start date for matriculating FM students must be agreed upon and published.
- c) Qualified students must be accepted into the FM program.

4.14.2.2 Provisional accreditation is available for associate/diploma, baccalaureate, and master’s degrees.

4.14.2.3 Provisional accreditation will be granted for:

- a) Associate/diploma and masters degrees a maximum of four years. This time period reflects that associate/diploma and masters degrees are usually two years in length and two cohorts must be graduated before an accreditation

self study can be submitted.

- b) Bachelor's degrees a maximum of four years. This time period considers that an institution can initiate a facilities management program and not graduate two cohorts until four years later.
- c) Exceptions to the aforementioned may be granted by the COA if the institution and provided adequate justification is furnished.

4.14.2.4 The director of academic affairs of the IFMA Foundation or their designated representative, one member of the Commission on Accreditation or their designated representative, and one FM practitioner with a CFM shall visit the institution seeking provisional accreditation within 90 days after the self-study is submitted.

4.14.2.5 The visit shall be one to two days in length and include the following:

- a. Review and tour of program facilities;
- b. Meeting with the entire FM faculty;
- c. Meeting with school or college administrative faculty where the FM program is housed;
- d. An exit interview with the FM program head and other faculty and administrators as determined by the institution and the visiting team.

4.14.2.6 The travel costs for the ADP visitation team will be paid by the institution seeking accreditation. Generally, the visitation team will consist of 2 – 3 members team. Expense reimbursement shall be in accordance with the IFMA Foundation's policies and procedures (available upon request).

4.14.2.7 The visitors will submit a written report to the Commission on Accreditation outlining their findings within 45 days of the accreditation visit.

4.14.2.8 Institutions that are provisionally accredited must submit an annual report as outlined in Section 4.12.

4.15 Accreditation Levels (Determined by Autonomous Authority of the Commission on Accreditation)

4.15.1 Initial Accreditation

a. Accreditation

Accreditation will be granted if the program meets or exceeds the standards put forth in this document. The commission will determine the length of the accreditation period, not to exceed six years.

b. Non-Accreditation

Denial of accreditation occurs when a program does not substantially comply with the standards put forth in this document.

4.15.2 Reaccreditation

a. Reaccreditation

Continued accreditation will be granted if the program meets or exceeds the standards put forth in this document. The commission will determine the length of the reaccreditation period, not to exceed six years.

b. Non-Reaccreditation

Denial of reaccreditation occurs when a program does not substantially comply with the standards put forth in this document.

4.15.3 Provisional Accreditation

a. Provisional Accreditation

Provisional accreditation will be granted if the program meets or exceeds the standards put forth in this document. The commission will determine the length of the provisional accreditation period, not to exceed four years.

b. Non-Provisional Accreditation

Denial of provisional accreditation occurs when a program does not substantially comply with the standards put forth in this document

5. Standards for Accreditation – Required Areas of Knowledge

Accredited Degree Programs are required to meet the objectives described in each of the 10 principal areas described later in this section and is based on an outcomes assessment. The self-study must include an appraisal of the overall program objectives and include all of the material outlined in Section 3.3.

The included tables are guidelines for achieving those minimum standards. It is understood that some programs may be at variance with these topics but still be able to achieve acceptable compliance with this standard. A checklist is provided at the end of each narrative in the self-study for evaluation of the program in that specific area of knowledge.

Context in the standard and self-study means the basic classroom instruction for the specific area of knowledge other than those listed in the FM competencies. FM competencies that are included in each area of knowledge are those defined by IFMA as necessary to be an excellent FM practitioner and earn the designation of Certified Facility Manager. In the “Course ID” column, more than one course may be listed as delivering the competency. If necessary, comments may be added in the “Additional Information” column.

Section 5 – Required Area of Knowledge

5. IFMA Foundation Accredited Degree Program Standards for Accreditation Required Areas of Knowledge

The IFMA Foundation Accredited Degree Programs are required to meet the objectives described in each of the following 12 principal areas described in this section. Each area of knowledge is based on an outcomes assessment. The self-study must include an appraisal of the overall program objectives and include all of the material outlined in section 3.3.

The included tables are guidelines for achieving those minimum standards. It is understood that some programs may be at variance with these topics but still be able to achieve acceptable compliance with this standard. A checklist is provided at the end of each narrative in the self-study for evaluation of the program in that specific area of knowledge.

Context in the standard and self-study means the basic classroom instruction for the specific area of knowledge other than those listed in the FM competencies. FM competencies that are included in each area of knowledge are those defined by IFMA as necessary to be an excellent FM practitioner and earn the designation of Certified Facility Manager. In the “Course ID” column, more than one course may be listed as delivering the competency. If it is necessary comments may be added in the “Additional Information” column.

5.1 Leadership and Strategy

Facility Managers serve in two leadership roles. First, they must lead the facility organization by providing guidance to staff and service providers. Second, they must influence the decisions and attitudes of the entire organization's leaders as well as that of occupants, government officials, suppliers, community leaders, and business partners. To be effective in both roles requires facility managers to develop strategies designed to successfully execute (carry out) major initiatives and influence the decisions and attitudes of others. Effective strategies require facility managers to be able to integrate people, place, processes and technology. They must be able to align the facility portfolio with the entire organization's mission and available resources, and to be innovative in order to move forward with their staff and processes to respond to the ever-changing requirements. This standard describes what is expected of facility managers in the area of Leadership and Strategy as determined by the 2009 Job Analysis Study conducted by IFMA.

ID	Area of Knowledge	Course ID	Additional Information
	Context		
1	Organizational guidance and leadership		
2	Ethical and legal responsibilities and concerns		
3	History of facility management and related professions		
4	International facility management issues		
5	Facility management industry structure		
6	Concepts and responsibilities of the FM profession and how they relate to other related professions		
	FM Competencies		
7	#1 Ability to Lead the Facility Management Organization		
8	Lead, inspire, and influence the FM organization		
9	Advocate for FM needs and priorities		
10	Develop, implement and evaluate policies, procedures and practices for the FM organization		
11	Clarify and communicate responsibilities and accountabilities		
12	Resolve conflicts (organizational and personnel)		
13	Organize and staff the FM organization		
14	#2 Ability to Provide leadership to the entire organization		
15	Promote, encourage, and adhere to a code of conduct		
16	Develop and manage/oversee relationships (supplier, community, government, tenants, business partners, occupants)		
17	Ensure compliance with the organization's social responsibility policies.		
18	#3 Ability to plan strategically		

19	Align the facility's strategic requirements with the entire organization's requirements		
20	Develop and implement a strategic planning process		
21	Assess what services are needed to meet organizational (business) requirements.		

5.2 Operations and Maintenance

The primary role of facility managers is to manage / oversee the operations of the facility. To do this, facility managers must have a working knowledge of building systems, structure, interiors and exteriors and grounds so the facility and all of its required systems function efficiently, reliably, safely, securely and in a manner consistent with the existing regulations and standards. This standard describes what is expected of facility managers in the area of Operations and Maintenance as determined by the 2009 Job Analysis Study conducted by IFMA.

ID	Area of Knowledge	Course ID	Additional Information
	Context		
1	Maintenance management (predictive, preventive and corrective)		
2	Develop standards, practices, policies and procedures for facility operation and maintenance		
3	Computer aided facility maintenance and operation systems		
4	Building systems and related technologies		
5	Ancillary FM functions:		
5a	Housekeeping		
5b	Food services		
5c	Transportation, fleet management and aviation		
5d	Warehouse operations		
5e	Waste management		
6	Energy management		
6a	Primary energy and site energy		
6b	Energy efficient strategies in facility operation and maintenance		
6c	Load management (peak and off-peak, demand and energy)		
7	Environmental Stewardship & Sustainability		
	FM Competencies		
8	#1 Ability to assess the condition of the facility including its systems, structure, interiors, exteriors and grounds		
9	Manage / oversee the assessment of building systems' condition		
10	Assess the condition of the facility structure		

11	Assess the condition of the facility interiors		
12	Assess the condition of the facility exteriors		
13	Assess the condition of the facility grounds		
14	#2 Ability to manage / oversee facility operations and maintenance activities of building systems, structure, interiors exterior and grounds		
15	Manage / oversee the <u>acquisition</u> of building systems and structural, interior, exterior and grounds elements.		
16	Manage / oversee the <u>installation</u> of building systems and structural, interior, exterior and grounds elements		
17	Manage / oversee the <u>operations</u> of building systems and structural, interior, exterior and grounds elements.		
18	Manage / oversee the <u>maintenance</u> of building systems and structural, interior, exterior and grounds elements.		
19	Manage / oversee the <u>disposal / disposition</u> of building systems and structural, interior, exterior and grounds elements.		
20	#3 Ability to manage / oversee occupant services such as: parking, janitorial services, food services, concierge, facility help desk and security and safety.		
21	Identify required occupant services		
22	Decide / recommend the most appropriate way to provide occupant services (outsource and in-source)		
23	Manage / oversee the modifications to building systems, structural elements, interiors, exteriors and grounds.		
24	Monitor the performance of service providers		
	#4 Ability to manage / oversee the maintenance contracting process		
25	Develop maintenance contracting specifications		
26	Assure competent maintenance contractors are selected		
27	Negotiate service level agreements		
28	Monitor maintenance contractors' work		
29	Resolve contract disputes		
30	#5 Ability to develop, recommend and manage / oversee the facility's operational planning requirements (temperature control, lighting, equipment replacement and so forth).		
31	Develop policies and guidelines related to usage and maintenance		
32	Determine life cycle costs		

33	Monitor the usage and performance of all facility systems, equipment and grounds		
34	Monitor occupant satisfaction		

5.3 Project Management

Facility managers play a major role in all aspects of project management beginning with planning, scoping, and scheduling and ending with evaluating. Project planning and management are core skills in facility management. The skills are particularly important because of the wide range of projects assigned to the facility organization. Projects vary in scope, complexity, duration and financial risk. This standard describes what is expected of facility managers in the area of Project Management as determined by the 2009 Job Task Analysis Study conducted by IFMA.

ID	Area of Knowledge	Course ID	Additional Information
	Context		
1	Long-range, strategic and tactical planning		
2	Processes for planning, programming, designing, constructing and occupying facilities		
3	Basic building types and their effects on organizational functions		
4	Project management processes		
5	Cost estimating techniques		
6	Building codes, regulations, and standards		
7	Project scheduling		
	FM Competencies		
8	#1 Ability to plan projects		
9	Define and program projects (purpose, size, scope, schedule, budget and user needs).		
10	Plan projects (resources, schedule and sequence).		
11	Develop contract specifications and solicitations		
12	#2 Ability to manage / oversee projects		
13	Administer contracts (implement, monitor service level).		
14	Manage / oversee projects (construction, relocation, renovation, organizational change).		
15	Evaluate project outcomes		

5.4 Communication

Facility managers have to communicate effectively with many different audiences including but not limited to staff, contractors, occupants, other department heads, peers, upper management, board of directors, government officials and community leaders. They have to understand how to use different media (print, electronic, voice, telephone, signage, etc.) to best achieve their purpose and reach the intended audience. This standard describes what is expected of facility managers in the area of Communication as determined by the 2009 Job Analysis Study conducted by IFMA.

ID	Area of Knowledge	Course ID	Additional Information
	Context		
1	Effective communication and reporting skills in the following areas:		
1a	Writing		
1b	Speaking		
1c	Presentations		
1d	Listening		
2	Comprehend financial, graphic and technical information and documents		
3	Report writing		
	FM Competencies		
4	#1 Ability to manage / oversee the development and use of the facility communications plan		
5	Develop and implement a facility management communication plan (messages, reminders, vision and mission).		
6	Select the situation-appropriate media and techniques for communicating with stakeholders		
7	#2 Ability to prepare and deliver messages that achieve the intended results.		
8	Promote facility management information and recommendation to internal and external stakeholders (facility staff, public, senior management, customers, board of directors and so forth).		
9	Prepare reports for stakeholders (facility staff, public, senior management, customers, board of directors and so forth).		
10	Manage / oversee stakeholder perceptions and expectations.		

5.5 Finance and Business

This standard describes what is expected of the facility manager in the area of Finance and Business. Facility managers manage / oversee aspects of the entire organization that represents significant financial investment in technology, buildings, structures, interiors, exteriors and grounds. The organization may choose to contract for some services. Facility managers typically are responsible for the oversight, operation and maintenance of the building and grounds as well as service contracts. This standard describes what is expected of facility managers in the area of Finance and Business as determined by the 2009 Job Analysis Study conducted by IFMA.

ID	Area of Knowledge	Course ID	Additional Information
	Context		
1	Financial analysis and justification of facilities decisions		
1a	Life-cycle costing		
1b	Payback analysis, net present value		
1c	Depreciation		
2	Financial and managerial accounting		
3	Risk management and analysis		
4	Budgeting and capital project reporting		
	FM Competencies		
5	#1 Ability to manage / oversee the financial management of the facility organization.		
6	Develop, recommend and manage / oversee the facility's budget requirements (expenses / operational, capital).		
7	Prepare business cases, supporting documentation and financial reports		
8	Analyze and interpret financial documents (budget, financial statements, ratios and so forth).		
9	#2 Ability to administer and manage / oversee the finances associated with contracts.		
10	Develop and manage / oversee contracts		
11	Administer contracts (implementation and monitoring).		
12	Analyze and interpret financial contract elements (lease agreements, service contracts, cost statements and so forth).		
13	Resolve vendor conflicts		
14	#3 Ability to administer procurement and chargeback procedures		
15	Administer procurement procedures (for outsourcing, products, services, contractors, designers, whole buildings and so forth).		
16	Define, justify and apply chargeback procedures		

5.6 Human Factors

Through their policies, procedures and practices, facility managers play a major role in how the work environment affects the health, safety, security, quality of work life and performance of employees. Astute facility management can have a positive impact on people's performance. This standard describes what is expected of the facility managers in the area of Human Factors as determined by the 2009 Job Analysis Study conducted by IFMA.

ID	Area of Knowledge	Course ID	Additional Information
	Context		
1	Environmental, psychology and physiology		
2	Human factors/ergonomics		
3	Functional flexibility and technological adaptability		
4	Health, safety and security		
	FM Competencies		
5	#1 Ability to develop and implement practices that support the performance and goals of the entire organization.		
6	Manage / oversee the work environment to support staffing, recruitment, retention, motivation and productivity		
7	Create an environment conducive to innovation (investigate trends, conduct pilot tests).		
8	Provide a healthful and safe environment		
9	Provide security that meets the facilities' needs (physical, site security, access control and information).		
10	#2 Ability to develop and implement practices that support the performance of the facility organization.		
11	Provide personal and professional growth and development opportunities (CoAching, mentoring, training, education, career paths).		
12	Encourage diversity		
13	Utilize a performance appraisal system (goal setting, performance monitoring, and evaluation).		

5.7 Quality

Quality improvement programs start with facility managers having an understanding of customers, their needs and expectations of the facility and the facility's services. In addition, facility managers must understand and document the processes used to deliver these services. They must be able to measure performance of the facility organization and service providers to make continuous improvements. This standard describes what is expected of the Facility Managers in the area of Quality as determined by the 2009 Job Analysis Study conducted by IFMA.

ID	Area of Knowledge	Course ID	Additional Information
	Context		
1	Literature search		
2	Basic descriptive and inferential statistical methods		
3	Presentation of statistical information		
4	Understanding research design and methodologies		
5	Interpreting research		
6	Customer satisfaction surveys		
	FM Competencies		
7	#1 Ability to develop and manage / oversee the creation and application of standards for the facility organization		
8	Develop, review and compare performance metrics for facility management services (benchmarking, measuring observable behaviors, service response resolution times and so forth).		
9	Establish key performance indicators		
10	Establish and maintain specifications (material, equipment, furniture, finishes, fixtures, design criteria).		
11	Develop, implement, and monitor best value practices		
12	Develop customer service level agreements		
13	#2 Ability to measure the quality of services provided		
14	Monitor customer satisfaction and service delivery performance and provide feedback to customers		
15	Collect, verify, analyze and report facility management data from various sources (space plans, customer satisfaction, feedback mechanisms).		
16	Collect and verify, analyze and report internal facility management data (utilities, work orders, work history).		
17	Conduct assessment of third party providers (suppliers, contractors, consultants).		
18	#3 Ability to manage / oversee the improvement of work processes		

19	Assess ways to improve workplace productivity		
20	Develop and implement process improvements		
21	#4 Ability to ensure and monitor compliance with codes, regulations, policies and standards		
22	Audit and document compliance with codes, regulations, policies and standards		
23	Ensure compliance with codes, regulations, policies and standards.		

5.8 Real Estate and Property Management

Facility managers are expected to manage / oversee real estate both as an asset and as structures and grounds designed to support the people who use them. Therefore, facility managers need to understand real estate principles and practices so they can: contribute to decisions as they relate to the use of real estate, compare alternative real estate proposals and determine their effect on support systems, building systems, vendor relations and personnel, interpret real estate documents, agreements and investment recommendations, judge the quality of available information and suggest financial analyses when appropriate, and confirm the accuracy of documents and agreements. This competency area looks at the interface between real estate decisions, facility management functions and the ability of the entire organization to achieve its goals. This standard describes what is expected of the facility manager in the area of Real Estate and Property Management as determined by the 2009 Job Analysis Study conducted by IFMA.

ID	Area of Knowledge	Course ID	Additional Information
	Context		
1	Marketing, market analysis and appraisal		
2	Real estate taxation		
3	Real estate financing and development economics		
4	Property development		
5	Real estate cost models		
	FM Competencies		
6	#1 Ability to develop and implement the Real Estate Master Plan		
7	Develop and implement a real estate master plan		
8	#2 Ability to manage / oversee the real estate assets		
9	Determine and evaluate real estate requirements (space utilization, management, highest and best use).		
10	Acquire and dispose of real estate (commercial, institutional, industrial, residential, leased and owned).		
11	Manage / oversee the real estate portfolio (owned, leased, subleased, co-owned and contract managed).		

12	Prepare and administer the service charge budget and allocate among co-owners or tenants		
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5.9 Technology

Technology is usually the responsibility of the Information Technology (IT) Department. However, the facility organization is responsible for preserving and maintaining the building structures, interiors and exteriors that house the technology infrastructure. Therefore, facility managers work closely with IT Departments. Facility managers must be able to assess and predict advances in technology in terms of its operational, environmental, space and security requirements. Facility managers are also responsible for the disposal of technology in environmentally responsible ways. This standard describes what is expected of facility managers in the area of Technology as determined by the 2009 Job Analysis Study conducted by IFMA.

ID	Area of Knowledge	Course ID	Additional Information
	Context		
1	Common FM and office application software		
2	FM technology systems and technology trends		
3	Understand basic information and communication technologies and their application to buildings and FM software		
4	Organizational IT systems and trends		
5	Integrating technology into the built environment		
	FM Competencies		
6	#1 Ability to plan, direct and manage / oversee the facility management business and operational technologies.		
7	Monitor and evaluate technology trends and innovation		
8	Conduct assessments and / or collaborate on facility management technology needs analysis		
9	Align facility management technology with organizational information technology		
10	Assess the application of technology within facility operations		
11	Evaluate, implement and operate integrated workplace management systems (IWMS – combining CAFM, CMMS and BAS).		

5.10 Emergency Preparedness & Business Continuity

The responsibility for emergency preparedness and business continuity is usually shared by multiple functions such as security, risk management, finance, human resources, environmental health and safety, information technology and facility management. The role played by facility managers in emergency management and business continuity depends on the size and complexity of the entire organization and the nature of the business. This standard describes what is expected of the facility manager in the area of Emergency Preparedness and Business Continuity as determined by the 2009 Job Analysis Study conducted by IFMA.

ID	Area of Knowledge	Course ID	Additional Information
	Context		
1	Risk & security threats		
2	Impact of business loss		
3	Impact and cost of business redundancy		
4	Emergency planning		
	FM Competencies		
5	#1 Ability to plan, manage / oversee and support the entire organization's emergency preparedness program.		
6	Develop a risk management plan		
7	Develop emergency management plans and procedures		
8	Assist in the design of simulations or exercises to test the emergency management and business continuity plans		
9	Manage / oversee the execution of simulations or exercises to test the plans		
10	Secure technology systems and services		
11	#2 Ability to plan, manage / oversee and support the entire organization's business continuity program		
12	Develop a business continuity plan		

5.11 Environmental Stewardship & Sustainability

The responsibility for stewardship and sustainability belongs to all users of a facility and its grounds. However, the facility manager and their staff have the most impact on the environment through the control of operations and maintenance in the facility. Also, facility management departments are likely to work directly with government regulators charged with assuring compliance with environmental laws designed to protect the environment and wildlife habitats. They may also work with groups wanting to preserve historic buildings and places.

An organization's contributions to society are judged not just on the basis of the quality of the goods and services they produce, but also on the care they show people and the environment. The facility manager is expected to take steps to protect the environment and the people who use the facility while supporting organizational effectiveness and minimizing risks and liabilities. Facilities are an integral part of an organization's effort to satisfy its social responsibilities and maintain compliance with laws / regulations. Compliance with minimum standards is not just a legal obligation, it is required if the organizations are to stay viable.

Facility managers must assess the overall effect of facilities on the environment at the earliest possible stage in all facility planning, design, construction and management processes. This standard describes what is expected of the facility manager in the area of Environmental Stewardship and Sustainability as determined by the 2009 Job Analysis Study conducted by IFMA.

ID	Area of Knowledge	Course ID	Additional Information
	Context		
1	Impact of sustainability to an organization's image		
2	Environmental stewardship & sustainability policy		
3	Benefits of an sustainability program		
4	Recognition levels of environmental stewardship & sustainability		
	FM Competencies		
5	#1 Ability to plan, manage / oversee and support the entire organization's commitment to protecting the environment.		
6	Manage / oversee the built environment		
7	Manage, oversee and safeguard the natural environment		
8	#2 Ability to manage / oversee the entire organization's commitment to sustainability of the built and natural environments.		
9	Develop and direct sustainability programs		
10	Provide data to support facility evaluation		
11	Evaluate and manage / oversee the asset life cycle process		

5.12 Integrative and Problem Solving Skills (Capstone Course)

There must be at least one major integrative, problem-solving exercise in which students apply the key competencies learned in the specific knowledge areas, one through eleven to a problem that spans several phases of planning and managing facilities. This problem must require real information gathering and measurement. The project will culminate in a professional quality report and presentation to an audience.

ID	Area of Knowledge	Course ID	Additional Information
	Context		
1	This is intended for students who have successfully completed most of the courses required for graduation with a degree in facility management		
	Capstone Course Requirements		
2	Identify a problem/issue/area of investigation		
3	Determine resources needed to address the problem/issue/investigation		
4	Collect and verify required data		
5	Analyze data and options/solutions		
5a	Leadership and Strategy		
5b	Operations and Maintenance		
5c	Project Management		
5d	Communications		
5e	Finance and Business		
5f	Human Factors		
5g	Quality		
5h	Real Estate and property management		
5i	Technology		
5j	Emergency preparedness & business continuity		
5k	Environmental stewardship and sustainability		
6	Prepare best case solution		
7	Prepare reports-written and electronic		
8	Project presentation and defense		