



## Introduction and 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.

The purpose of IFMA Foundation degree program accreditation 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 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; and
3. Provide standards for accrediting new programs and reaccrediting programs already accredited.

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 Academic Affairs 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 visitation 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.

Two IFMA documents were used as guidelines in developing the original standards:

1. “Model Curriculum for First Professional Degree Programs,” used since the late 1980s in designing college and university facility management programs; and

2. “Competencies for Facility Management Professionals,” which outlines the competencies, performances, behaviors and criteria for successful facility management.

This standard was developed using the standard approved in 1996 and “Competencies for Facility Management Professionals: 2005,” which outlines the competencies, performances, behaviors and criteria for successful facility management practice.

IFMA revised its core competencies in 2009, but given confidentiality issues which will be resolved in the near future, Section 5 areas of knowledge remain the same. Self studies for accreditation or reaccreditation should use Section 5 of this standard until Dec. 31, 2013. A revised Section 5 will be released on or about Dec. 31, 2011, when these 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. Accreditation and reaccreditation self studies submitted after Dec. 31, 2013, must conform to the areas of knowledge (Section 5) to be published and released in 2011. See Appendix B for the 11 core competencies to be implemented in 2011.

**All Accredited Degree Programs should be aware that students who apply for an FMP after Dec. 31, 2011 will be required to adhere to new guidelines in compliance with ANSI accreditation standards.**

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 Academic Affairs 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.

## Table of Contents

Section Number	Title	Page Number
<b>1.</b>	<b>Introduction</b>	<b>6</b>
1.1	Definition of Facility Management	6
1.2	Undergraduate and Graduate Degree Program	6
1.3	The Accreditation Process	6
1.4	Purposes	6
1.5	Responsibility	7
<b>2.</b>	<b>Administrative Organization</b>	<b>7</b>
2.1	Commission on Academic Affairs	7
2.1.1	Commission Membership	7
2.1.2	Commission Authority	8
2.1.3	Commission Meetings	8
2.1.4	Institutional Notification of Commission Decisions	8
2.2	Periodic Assessment	8
2.2.1	Standing Committee	8
2.3	Appeals Committee	9
2.3.1	Appeals Committee Membership	9
2.3.2	Decisions that may be Appealed	9
2.3.3	Committee Activation	9
2.3.4	Schedule for Decision Review Petition Submission	9
2.3.5	Program Status during Decision Review Process	9
2.3.6	Appeals Committee Meeting	9
2.3.7	Possible Action by the Appeals Committee	9
2.3.8	Resubmission of a Review Petition	10
2.3.9	Costs Incurred by a Decision Review Petition	10
2.4	Conflict of Interest	10
2.5	Members of Commission on Academic Affairs	10
<b>3.</b>	<b>Standards for Accreditation: Undergraduate and Graduate Degree Programs</b>	<b>10</b>
3.1	Philosophy and Objectives	11
3.1.1	Mission	11
3.1.2	Program Goals	11
3.1.3	Program Acceptance	11
3.2	Program	11
3.2.1	Program Name	11
3.2.2	Program Level	11
3.2.3	Program Definition	11
3.2.4	Program Emphasis	12
3.2.5	Course Sequencing	12

3.2.6	Facility Experiences	12
3.2.7	Program Validation	12
3.2.8	Program Development, Revision and Evaluation	13
3.2.9	Transfer Course Work	13
3.2.10	Program Publicity	13
3.2.11	Legal Authorization	13
3.3	Instruction	13
3.3.1	Study Guides/Course Materials	13
3.3.2	Learning Methodology	14
3.3.3	Evaluation of Learning	14
3.3.4	Program Balance	14
3.3.5	Computer Applications	14
3.3.6	Communications	14
3.4	Faculty	14
3.4.1	Full-Time Faculty	14
3.4.2	Minimum Faculty Qualifications	14
3.4.3	Academic Preparation of Faculty	14
3.4.4	Selection and Appointment Policies	15
3.4.5	Tenure and Reappointment Policies	15
3.4.6	Faculty Loads	15
3.5	Students	15
3.5.1	Admission and Retention Standards	15
3.5.2	Scholastic Success of Students	15
3.5.3	Placement Services	15
3.5.4	Placement of Graduates	15
3.5.5	Student Evaluation of the Program	15
3.5.6	Student Enrollment	15
3.5.7	Advisory and Counseling Services	16
3.5.8	Ethical Practices	16
3.6	Administration	16
3.6.1	Program Administration	16
3.6.2	Administrative Leadership	16
3.6.3	Administrative Support	16
3.6.4	Support Personnel	16
3.7	Facilities and Equipment	16
3.7.1	Adequacy of Facilities and Equipment	16
3.7.2	Support for Facilities and Equipment	16
3.8	Computer Systems	17
3.8.1	Technical Support	17
3.8.2	Utilization of Computer Systems	17
3.9	Financial Resources	17
3.9.1	Financial Support	17
3.10	Library Services	17
3.10.1	Library Resources	17
3.11	Facility Management Program Advisory Committee	17
3.11.1	Program Advisory Committee	17

3.11.2 Advisory Committee Meetings	17
4. Accreditation Policies	17
4.1 Type of Program	17
4.1.1 Legal Authorization	17
4.2 Accreditation Fees & Costs	18
4.3 Accreditation Process	18
4.3.1 Accreditation Self-Study Report	18
4.3.2 Accreditation Visit	18
4.4 Commission on Academic Affairs	18
4.5 Accreditation Publicity	19
4.6 Accreditation and Certification of Facility Managers	19
4.7 Review of Complaints	19
4.8 Review and Approval of Accreditation Policies, Procedures and Standards	20
4.9 Accreditation Status of Programs	20
4.10 Related Accrediting Agency Status	20
4.11 Requests for Extensions	20
4.12 Annual Report	21
4.13 Procedures for Reaccreditation	21
4.13.1 Reaccreditation Self Study	21
4.13.2 Reaccreditation Visit	22
4.13.3 Reaccreditation Report	22
4.14 Procedures for Provisional Accreditation	22
4.14.1 Initial Accreditation	22
4.14.2 Reaccreditation	22
4.15 Accreditation Levels	23
5. Standards for Accreditation: Required Areas of Knowledge	24
5.1 Leadership and Management	25
5.2 Operations and Maintenance	26
5.3 Planning and Project Management	28
5.4 Communication	29
5.5 Finance	30
5.6 Human and Environmental Factors	31
5.7 Quality Assessment and Innovation	33
5.8 Real Estate	34
5.9 Technology	35
5.10 Integrative and Problem Solving Skills	36
Self-Study Application Order Form	37
Appendix A - Commission on Academic Affairs (COAA)	38
Appendix A - COAA Organization Chart	43
Appendix B - IFMA Core Competencies to be implemented 2011	44

# **Standards for IFMA Foundation Accredited Programs**

## **1. Introduction**

### ***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 The Accreditation Process***

#### **1.3.1 Accredited 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 Academic Affairs (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.

#### **1.3.2 Accreditation Self-Study**

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 Academic Affairs, established by the IFMA Foundation board of trustees. See Sections 3 and 4 of this document for more detailed information.

### ***1.4 Purpose***

The primary purpose of the IFMA Foundation's Accredited Degree Program standard is to accredit and approve programs that provide substantial academic preparation in the competency areas of facility management as referenced in Appendix B: leadership and management; operations and maintenance; planning and project management; communication; finance; human factors and environmental factors; quality assessment and innovation; real estate and technology. In addition, a capstone course or equivalent

must be included which demonstrates the integration of the competencies for baccalaureate and master's level degrees.

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 nine competency areas identified by IFMA and the IFMA Foundation. 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.

A graduate of an IFMA Foundation Accredited Associate Degree Program will have knowledge of at least five of the nine competencies and be able to join the FM workforce at the entry level or transfer to a FM baccalaureate degree program. Additional for-credit higher education and/or FM continuing education, in addition to professional experience, would be necessary for an individual to be awarded the FMP designation or pass the CFM certification exam.

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 nine 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.

## **2. Administrative Organization**

Decision making authority for implementing the accreditation process is carried out by the IFMA Foundation Commission on Academic Affairs. 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 Academic Affairs***

#### **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 Academic Affairs 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 Academic Affairs. The COAA 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 COAA - Inactive
- 2.2.1.2 ADP Standards Committee appointed by the COAA
  - 2.2.1.2.1 Associate/Diploma Standard Sub-Committee appointed by COAA
  - 2.2.1.2.2 Baccalaureate Degree Sub-Committee appointed by COAA
  - 2.2.1.2.3 Graduate Degree Standard Sub-Committee appointed by COAA
  - 2.2.1.2.4 Accreditation/Reaccreditation Committee appointed by COAA
  - 2.2.1.2.5 Provisional Accreditation Committee appointed by the COAA
- 2.2.1.3 Student ePoster Competition Committee appointed by the COAA
- 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 COAA and their existence ended by a majority vote of the COAA.

## **2.3 Appeals Committee**

### **2.3.1 Appeals Committee Membership**

The appeals committee shall consist of the vice-chair of the Commission on Academic Affairs and three members of the commission on academic affairs, two academics and one CFM<sup>®</sup>, 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 Academic Affairs:

- 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 Academic Affairs 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 Academic Affairs within 90 calendar days of the receipt of the documentation for the review petition from the filing institution. The meeting or conference all 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 Academic Affairs 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 Academic Affairs 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 Academic Affairs 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 decisionmaking 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 Academic Affairs**

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

## **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 Academic Affairs 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 COAA 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 five or more of the nine IFMA core competency areas of knowledge identified in Section 5. Of the five competencies that have to be taught they must include:

- Operations and Maintenance
- Technology

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 nine 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 Academic Affairs.

**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
- Communication
- Leadership and Management

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 Academic Affairs.

**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 executive director in consultation with the COAA. 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 Academic Affairs 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 Academic Affairs 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 Academic Affairs outlining their findings within 45 days of the accreditation visit.

#### **4.4 Commission on Academic Affairs**

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 Academic Affairs 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 Academic Affairs 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 Academic Affairs. 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 Academic Affairs 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 Academic Affairs. If, at this stage, the Commission on Academic Affairs 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 Academic Affairs 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 Academic Affairs 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 Academic Affairs 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 Academic Affairs and the IFMA Foundation director of academic affairs. The Commission on Academic Affairs 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](http://www.ifmafoundation.org).

#### ***4.10 Related Accrediting Agency Status***

In considering whether to grant initial accreditation to a program, the Commission on Academic Affairs 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 Academic Affairs of any change in institutional or program accreditation status during a period of accreditation.

#### ***4.11 Requests for Extensions***

The Commission on Academic Affairs 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 Academic Affairs 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 Academic Affairs 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 Academic Affairs 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 Academic Affairs 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 COAA 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 Academic Affairs 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 Academic Affairs 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 Academic Affairs)**

##### **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.

### **5.1 Leadership and Management (Professional practice)**

Facility managers should understand organizational, managerial, ethical and legal principles for the delivery of facility management services. They also should understand the relationship between the facilities unit, overall organizational structure and other divisions. Special emphasis should include: the history of facility management; leadership; regulatory issues; legal issues; corporate culture; organizational frameworks; organization of the facility management function and team; policy and procedures; contracts and contract documents; accountability; and personnel management.

<b>ID</b>	<b>Area of Knowledge</b>	<b>Course ID</b>	<b>Additional Information</b>
	<b>Context</b>		
1	Ethical and legal responsibilities and concerns		
2	History of facility management and related professions		
3	International facility management issues		
4	Facility management industry structure		
5	Concepts and responsibilities of the FM profession and how they relate to other related professions		
	<b>FM Competencies</b>		
	<b>#1 Plan and Organize the Facility Function</b>		
6	Create a mission for the facility function		
7	Assess business trends nationally, regionally and globally		
8	Plan facility function activities		
9	Organize the facility function		
	<b>#2 Manage Personnel Assigned to the Facility Function</b>		
10	Provide leadership		
11	Plan staffing needs and requirements		
12	Hire, contract, reassign, retrain, right-size and coordinate personnel assignments		
13	Coordinate work performed as contracted services		
14	Evaluate performance and support personnel development		
	<b>#3 Administer the Facility Function</b>		
15	Administer policies, procedures and practices		
16	Administer the acquisition, distribution and use of material resources		
17	Maintain documentation systems		
	<b>#4 Manage the Delivery of Facility Services</b>		
18	Plan, assure and evaluate service delivery		

## 5.2 Operation and Maintenance

An understanding of how a facility, its people, equipment and operations are serviced and maintained is essential for a facility manager. The facility manager must be able to oversee acquisition, installation, operation, maintenance and disposition of building systems, furniture and fixtures, grounds and exterior elements. The facility professional also recommends policies and develops standards, practices and procedures for the operation and maintenance of facilities.

ID	Area of Knowledge	Course ID	Additional Information
	<b>Context</b>		
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	Food services		
5b	Transportation and fleet management		
5c	Warehouse operations		
5d	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)		
	<b>#1 Oversee Acquisition, Installation, Operation, Maintenance and Disposition of Building Systems (Competency 1)</b>		
7	Assess a facility's needs for building systems		
8	Recommend building systems		
9	Oversee the acquisition, installation, operation and maintenance of building systems		
10	Recommend and establish policies, practices and procedures for building systems		
11	Determine and administer the allocation of building systems' resources		
12	Monitor and evaluate how building systems perform		
	<b>#2 Manage the Maintenance of Building Structures and Permanent Interiors</b>		
13	Evaluate building structures and permanent interiors		
14	Manage the maintenance and cleaning needs of building structures and permanent interiors		

	<b>#3 Oversee Acquisition, Installation, Operation, Maintenance and Disposition of Furniture and Fixtures</b>		
15	Assess needs and oversee acquisitions		
16	Recommend and establish policies, practices and procedures for furniture and fixtures		
17	Evaluate furniture and fixture performance		
18	Manage the maintenance and cleaning of furniture and fixtures		
	<b>#4 Oversee Acquisition, Installation, Operation, Maintenance and Disposition of Grounds and Exterior Elements</b>		
19	Assess the effect of climate and extreme environmental conditions on grounds and exteriors		
20	Assess the need for alterations in grounds and exteriors		
21	Recommend and establish policies, practices and procedures for grounds and exteriors		
22	Evaluate grounds and exterior elements performance		
23	Manage the maintenance and custodial needs of grounds and exteriors		

### 5.3 Planning and Project Management

It is essential that a facility practitioner understand facilities and their components. This includes the impact of the facility on factors such as: individual and organizational effectiveness; construction, operating and maintenance costs; and the environment. The facility manager must master techniques and procedures for analyzing, planning, programming, designing, constructing, specifying, furnishing, equipping, occupying and evaluating facilities. The facility professional must be able to develop facility plans; manage all phases of projects; manage programming and design; and manage construction and relocation. Special emphasis should include: long-range and master planning for facilities; space forecasting, planning and management; the design-build cycle; project management; forming and managing the project team; standards; justifying budgets and project estimating; major procurements; interior design; specifying and ordering; codes, regulations, and standards; and management of designers, architects, engineers and other specialists.

ID	Area of Knowledge	Course ID	Additional Information
	<b>Context</b>		
1	Long-range, strategic and tactical planning		
2	Processes for planning, programming, designing, constructing and occupying facilities		
3	Basic building types and their affects on organizational functions		
4	Project management processes		
5	Cost estimating techniques		
6	Building codes, regulations and standards		
	<b>FM Competencies</b>		
	<b>#1 Develop Facility Plans</b>		
7	Interpret the overall business goals, the organizational strategies used to accomplish those goals, and link facility planning to business planning		
8	Develop, maintain and evaluate long-term, interim and short-term facility plans		
	<b>#2 Plan and Manage Projects</b>		
9	Define project scope		
10	Identify project teams		
11	Develop project plans (includes corporate and design standards) and alternative strategies		
12	Identify and secure necessary resources		
13	Develop bid specifications (includes furniture and fixtures)		
14	Setting compliance and performance criteria		
15	Develop and coordinating the approval process		
16	Coordinate and monitoring the project		
17	Identify, evaluate and control change orders		
18	Evaluate project results		
	<b>#3 Manage Program and Design</b>		

19	Manage and evaluate programming		
20	Manage and evaluate design		
	<b>#4 Manage Construction and Relocation</b>		
21	Manage and evaluate construction projects		
22	Manage and evaluate relocations		

#### **5.4 Communication**

The ability to communicate effectively with management, users, staff and other professionals is a critical skill for facility managers. Effective communication involves the ability to receive information as well as share it. Special emphasis should include: listening skills; proper grammar and clear use of language; oral and graphic presentations; letter, e-mail, and report writing; formal and informal communications; proper use of electronic communications media; and use of multimedia devices.

<b>ID</b>	<b>Area of Knowledge</b>	<b>Course ID</b>	<b>Additional Information</b>
	<b>Context</b>		
<b>1</b>	Effective communication and reporting skills in the following areas:		
<b>1a</b>	Writing		
<b>1b</b>	Speaking		
<b>1c</b>	Presentations		
<b>1d</b>	Listening		
<b>2</b>	Comprehend financial, graphic and technical information and documents		
	<b>FM Competencies</b>		
	<b>#2 Communicate Effectively</b>		
<b>3</b>	Use effective communication strategies		
<b>4</b>	Clarify interpretations and confirm understanding		
<b>5</b>	Use communication technologies effectively		
<b>6</b>	Conduct effective group meetings		
<b>7</b>	Negotiate for services, resources, information and commitments		
<b>8</b>	Establish personal and professional networks		

### 5.5 Finance

Facility management functions include: facilities investment decisions; budget development and execution; taxation; control of expenditures; and operational and long-term planning of facilities and the facility management unit. They require a working knowledge of accounting, financial and economic principles and procedures in order to manage the finances of the facility function. This includes making the most effective use of funds to maximize the value of the owner's equity.

ID	Area of Knowledge	Course ID	Additional Information
	<b>Context</b>		
<b>1</b>	Financial analysis and justification of facilities decisions		
<b>1a</b>	Life-cycle costing		
<b>1b</b>	Payback analysis, net present value		
<b>1c</b>	Depreciation		
<b>2</b>	Financial and managerial accounting		
<b>3</b>	Risk management and analysis		
	<b>FM Competencies</b>		
	<b>#1 Manage the Finances of the Facility Function</b>		
<b>4</b>	Analyze financial data pertaining to facilities and facility services		
<b>5</b>	Develop, implement, and manage building occupancy charge back system		
<b>6</b>	Prepare and manage capital and operational budgets		
<b>7</b>	Monitor revenues and expenditures to contain costs		
<b>8</b>	Manage the financial obligations of the facility function		

### 5.6 Human and Environmental Factors

The work environment contributes to employee health, safety, performance, comfort, satisfaction and quality of work life. It also contributes to organizational effectiveness and the attainment of organizational goals and plans. The actions of organizations also have substantial impact upon the natural environment. The facility manager must develop and administer programs that provide a productive work environment that also is compatible with excellent environmental sustainability practices. Therefore, it is necessary that graduates understand and be able to integrate concepts concerning relationships between the physical work environment and social, psychological and physiological needs of employees. It also is critical that graduates understand the relationships between facilities and organizational effectiveness and performance. The facility professional must develop and implement practices that promote and protect health, safety, security, the quality of work life, the environment and organizational effectiveness. Facility managers shall have as their primary goal the management of safe, humane and functional work environments in the context of sustainable ecological practices.

ID	Area of Knowledge	Course ID	Additional Information
	<b>Context</b>		
1	Environment, psychology and physiology		
2	Human factors/ergonomics		
3	Environmental protection, laws and regulatory acts		
3a	Energy efficacy and emission reduction		
3b	Water conservation and run-off management		
3c	Materials reuse and recycling		
3d	Solid waste reduction and management		
4	Sustainability practices		
4a	Building life cycle stages and concepts		
4b	Environmental impact analysis		
4c	Renewable energy		
4d	Functional flexibility and technological adaptability		
	<b>FM Competencies</b>		
	<b>#1 Develop and Implement Practices that Promote and Protect Health, Safety, Security, the Quality of Work Life, the Environment and Organizational Effectiveness</b>		
5	Evaluate and manage the facility's support of organizational goals and objectives		
6	Monitor changes in laws and regulations and assure that the facility is in compliance		
7	Monitor and adapt to changes in facility function and services		
8	Monitor changes in the people who use and visit the facility		
9	Monitor information and trends about human and environmental concerns		

10	Provide training to maintain safe and effective use of the facility		
11	Direct the development and administration of environmentally conscious programs		
12	Conduct due diligence studies (liability analysis)		
	<b>#2 Develop and Manage Emergency Preparedness Procedures</b>		
13	Develop emergency preparedness plans		
14	Assure people are trained in emergency preparedness procedures		
15	Assure all emergency systems are tested		
16	Assure emergency procedure drills are conducted		
17	Develop disaster recovery plans		

### **5.7 Quality Assessment and Innovation (Research and Analytical Methods)**

A fundamental premise of facility management is that research-based knowledge should form the foundation for practice. This commitment to the use of research-based information requires students to be consumers of research-generated knowledge and tools and, on occasion, to carry out or manage research. With this understanding of research and analytical methods facility practitioners evaluate conflicting priorities and know when and how to apply knowledge and procedures. The facility manager also must manage the following processes: assessing the quality of services and the facility's effectiveness; benchmarking; audit activities; and developmental efforts of facility services to make innovative improvements in facilities and facilities services.

<b>ID</b>	<b>Area of Knowledge</b>	<b>Course ID</b>	<b>Additional Information</b>
	<b>Context</b>		
<b>1</b>	Literature search		
<b>2</b>	Basic descriptive and inferential statistical methods		
<b>3</b>	Presentation of statistical information		
<b>4</b>	Understanding research design and methodologies		
<b>5</b>	Interpreting research		
	<b>FM Competencies</b>		
	<b>#1 Manage the Process of Assessing the Quality of Services and the Facility's Effectiveness</b>		
<b>6</b>	Assure customer surveys are conducted		
<b>7</b>	Assure processes are documented		
<b>8</b>	Select methods to collect, verify and analyze data		
<b>9</b>	Improve the facility and service delivery processes		
<b>10</b>	Monitor and promote the quality process		
<b>11</b>	<b>#2 Manage the Benchmarking Process</b>		
<b>12</b>	Establish benchmarks		
<b>13</b>	Determine the potential for improved performance		
<b>14</b>	Integrate finding into the facility management function and business goals		
	<b>#3 Manage Audit Activities</b>		
<b>15</b>	Comply with laws and regulations		
<b>16</b>	Conduct internal studies		
<b>17</b>	Conduct mandatory audits as required by regulation		
	<b>#4 Manage Developmental Efforts of Facility Services to Make Innovative Improvements in Facilities and Facility Services</b>		
<b>18</b>	Investigate ways to improve facility services		
<b>19</b>	Assess risks and opportunities		
<b>20</b>	Conduct pilot tests when developing new procedures		

### 5.8 Real Estate

Real property constitutes a significant percentage of an organization's total assets. Managing these assets as an investment and profit center is an important aspect of facility management. Facility practitioners also must be knowledgeable in the acquisition, disposal and leasing of property. Special emphasis should include: real estate master planning; property acquisition and disposal; leasing practices and lease management; real estate marketing and market analysis; feasibility analysis; taxation; real estate finance; site evaluation and selection; occupancy and use constraints; regulations; and incentives.

ID	Area of Knowledge	Course ID	Additional Information
	<b>Context</b>		
1	Marketing, market analysis and appraisal		
2	Real estate taxation		
3	Real estate financing and development economics		
4	Property development		
	<b>FM Competencies</b>		
	<b>#1 Manage and Implement the Real Estate Master Planning Process</b>		
5	Manage the development and implementation of a real estate master plan for the organization		
6	Maintain the real estate master plan		
	<b>#2 Manage Real Estate Assets</b>		
7	Manage the negotiation, acquisition and disposition of company leased and owned property		
8	Evaluate and recommend action on development decisions		
9	Direct highest and best use studies		
10	Evaluate the effects of economic change on real estate assets		
11	Evaluate the effects of proposed real estate changes on different business units		
12	Manage the real estate lease portfolio		
13	Inventory, track and report real estate assets		
14	Maintain real estate documents		

## 5.9 Technology

Information technology systems are critical to supporting an organization's business strategies. Facility managers must assess and predict future requirements supporting both the FM departments and the organization's overall IT strategy. This includes the ability to acquire, implement and maintain systems; deploy assets; and dispose of technologies as required. Facility managers must understand technologies that support all aspects of facility operations, and employee office equipment requirements. These may include, but are not limited to: common application software (word processing, spreadsheet, presentation, database, and so forth), CAD/CADD, CAFM/CMMS, project management, asset management, energy management, cost analysis, building information modeling for design and construction, integrated workplace management systems, and other software systems. Additionally, facility managers are increasingly challenged to establish and maintain the infrastructure and technology required to support their organization's business goals. These may include, but are not limited to: hardware and software supporting voice, information and data; and media systems.

ID	Area of Knowledge	Course ID	Additional Information
	<b>Context</b>		
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		
	<b>FM Competencies</b>		
	<b>#1 Plan, Direct, and Manage FM Business and Operational Technologies</b>		
5	Identify and interface with accountable internal and external entities		
6	Criteria for evaluating and recommending FM technology solutions		
7	Assess how changes to FM technologies will impact current infrastructure, processes and building systems		
8	FM technology installation, acquisition, operation, maintenance, upgrade and disposition of FM components		
9	Develop, recommend and communicate policies and procedures		
10	Develop and implement training programs for facilities staff and ancillary resources		
11	Monitor performance of FM technologies and make appropriate recommendations when systems changes are needed		
	<b>#2 Plan, Direct, Manage and/or Support the Organization's Technological Infrastructure</b>		
12	Identify and interface with accountable internal and external entities		

13	Contribute a FM perspective to the identification of evaluation criteria of the organization's technology infrastructure		
14	Assess how changes being made by other entities to infrastructure technologies will impact in place infrastructure, processes and building systems		
15	Direct, manage and support the acquisition, operation, maintenance and disposition of components supporting infrastructure technologies		
16	Manage or participate in the development of policies, practices and procedures		

**5.10 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 nine, 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
	<b>Context</b>		
1	This is intended for students who have successfully completed most of the courses required for graduation with a degree in facility management		
	<b>Capstone Course Requirements</b>		
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	Management		
5b	Technical		
5c	Financial		
5d	Health and safety		
5e	Customer service		
5f	Sustainability		
6	Prepare best case solution		
7	Prepare reports-written and electronic		
8	Project presentation and defense		

**IFMA FOUNDATION ACCREDITED DEGREE PROGRAM  
SELF-STUDY APPLICATION ORDER FORM**

The application package for a self-study can be downloaded from the IFMA Foundation website [www.ifmafoundation.org](http://www.ifmafoundation.org). Click on “Accredited Degree Program” and the application can be found on that page or you can order the application using the form shown below.

Please send one application package for becoming an IFMA Foundation Accredited Degree Program to:

Name		Title
Institution		
Department		
Street Address		
City	State/Province	Zip/Postal Code
Phone	Fax	E-mail

**Please return to:**

**IFMA Foundation Accredited Degree Programs  
1 E. Greenway Plaza, Suite 1100  
Houston, TX, 77046-0194, USA  
Phone: 713-623-4362; Fax: 713-623-6124**

**All correspondence must be submitted in English.**

## **Appendix A**

### **Organization of the Commission on Academic Affairs**

Many of the provisions of this organization reflect the requirements of CHEA, for instance no IFMA or IFMA Foundation board members can be involved in the accreditation process. Another purpose of the organization is to engage more members and FM professionals in the ADP and relieve ADP faculty from some COAA work they now do. It will involve adding students, practicing FMs (some of whom should be FM program graduates), and perhaps a public member, most likely on the accreditation board or COAA. Most meetings will be by teleconference with an annual meeting at World Workplace as appropriate.

**Name:** Commission on Academic Affairs - Appointed by the IFMA Foundation Board of Trustees

**Chief Func/Resp:** Responsible for developing and implementing the strategic direction of the COAA. Provide assistance to the director of academic affairs in achieving and maintaining CHEA recognition for the IFMA Foundation as an accrediting body. The COAA should report successes and challenges to the IFMA Foundation board. Establish criteria for the appointment of all members to the accreditation board, committees and sub-committees, and appoint all accreditation board members. Responsible for the final approval of the ADP standard, all accreditation and re-accreditation of institutions, all competitions, all exchange programs, et al. The DAA is the commission liaison to the board of trustees.

**Members:** Four academics, three practicing FMs, one public member and one staff (ex-officio).

**Name:** Accreditation Board - Appointed by the Commission on Academic Affairs

**Inactive**

**Chief Func/Resp:** Conduct one annual hearing at World Workplace to receive input from the general public regarding the standard. Appoint members from across the globe to all committees and sub-committees, get

approval of the ADP standard, all accreditations and re-accreditation of institutions, et al. ADP standard should be revised as necessary or at least every three years. The board should consider the number of ADP programs in each region when making appointments.

**Name:** ADP Standards Committee - Appointed by COAA

**Chief Func/Resp:** Responsible for maintenance and revision of entire accredited degree standard, especially Sections 1, 2, and 3, except 3.2.2 and 3.2.3, and Section 4.

**Members:** Two academics from associate degree programs, two academics from bachelor's degree programs, two academics from graduate degree programs, two practicing FMs and one staff (ex-officio).

**Name:** Associate/Diploma Degree Standard Sub-Committee - Appointed by COAA

**Chief Func/Resp:** Responsible for maintenance and revision of Section 3.2.2, especially Section 3.2.2.2, Section 3.2.3, and Section 5 as it affects associate/diploma degree instruction and accreditation.

**Members:** Two academics from associate degree programs, two academics from bachelor's degree programs and one practicing FM.

**Name:** Baccalaureate Degree Standard Sub-Committee - Appointed by COAA

**Chief Func/Resp:** Responsible for maintenance and revision of Section 3.2.2. Especially Section 3.2.2.3, Section 3.2.3.2, and Section 5 as it affects baccalaureate degree instruction and accreditation.

**Members:** One academic from associate degree programs, two academics from bachelor's degree programs, one academic from graduate degree programs and one practicing FM.

**Name:** Graduate Degree Standard Sub-Committee - Appointed by COAA

**Designation:** C3

**Chief Func/Resp:** Responsible for maintenance and revision of Section 3.2.2, especially Section 3.2.2.4, Section 3.2.3.2, and Section 5 as it affects graduate degree instruction and accreditation.

**Members:** One academic from bachelor's degree programs, three academics from graduate degree programs and one practicing FM.

**Name:** Accreditation/Re-accreditation/Provisional Accreditation Committee  
- Appointed by COAA

**Designation:** D

**Chief Func/Resp:** Responsible for establishing the criteria for an accreditation/reaccreditation visitor, selecting and assigning visitors, and establishing and conducting visitor training programs.

**Members:** One academic from associate degree programs, one academic from bachelor's degree programs, one academic from graduate degree programs, one practicing FM and one staff (ex-officio).

**Name:** ePoster Competition Sub-Committee - Appointed by COAA

**Designation:** E1

**Chief Func/Resp:** Develop, approve and be responsible for all the guidelines, rules and presentation requirements, awards, times and dates, judging criteria and judges for the annual ePoster competition at World Workplace.

**Members:** One academic, two practicing FMs and one student.

**Name:** "FM Student Team Competition" Sub-Committee - Appointed by COAA

**Inactive**

**Chief Func/Resp:** Develop, approve and be responsible for all the guidelines, rules and presentation requirements, awards, times and dates, judging criteria and judges for "FM Student Team Competition" at World Workplace. Also encourage all FM higher education.

**Members:** As determined by the COAA.

**Name:** Faculty/Student Exchange Sub-Committee-Appointed by COAA

**Inactive**

**Chief Func/Resp:** As determined by the Academic Affairs Committee

**Members:** As determined by the COAA

### **Intra-COAA Communications**

Each board, committee and sub-committee must prepare minutes of each meeting (teleconference) they have and submit them to the committee or board they serve under within two weeks of the meeting. The minutes should include:

- Names of meeting attendees
- Actions taken
- Recommendations
- Action Items
- Meeting Agenda

Minutes of committee and sub-committee meetings shall be retained for a minimum of six years.

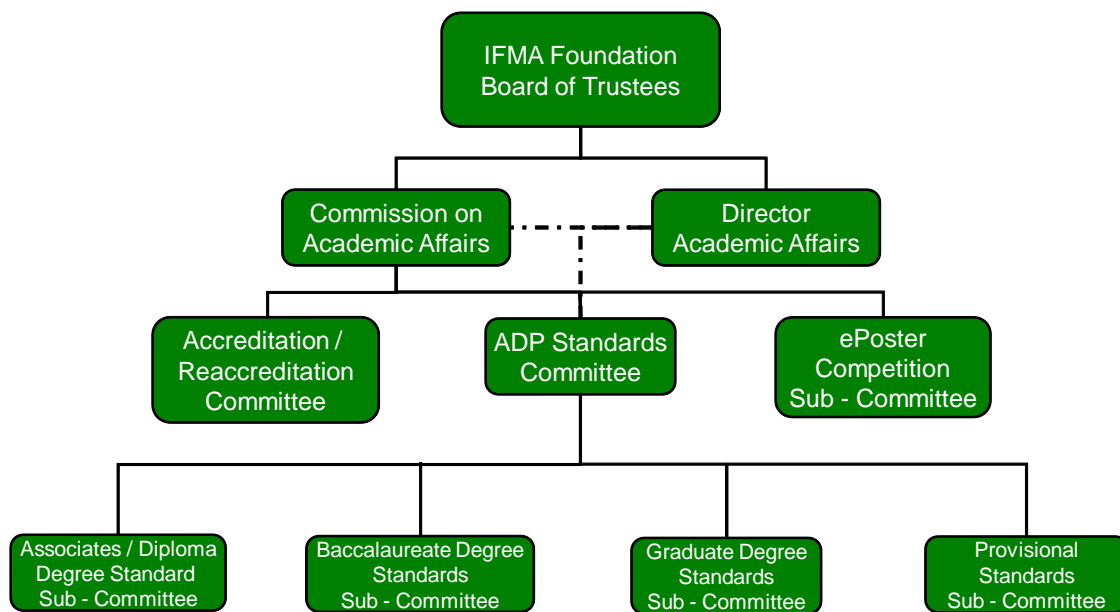
### **Role of the Director of Academic Affairs**

The DAA has written responsibilities as managed by the IFMA Foundation; they do not spell out to a large degree the interaction with the COAA.

Responsibilities of the DAA related to COAA, some of which are listed in the ADP standard, shall include but not be limited to:

- Managing the updating the ADP standard as required by the standard;
- Assuring that COAA meets quarterly and attends all COAA meetings and keeps the minutes;
- Managing the accreditation and re-accreditation process, including appeals if need be;
- Managing the selection and appointment of COAA committee and sub-committee members while assuring diversity and adequate representation on all committees of all who have vested interest in the ADP program;
- Relationships and communication with IFMA Foundation board of trustees and IFMA board of directors regarding COAA activities;
- The DAA will be a non-voting ex-officio member of the COAA;
- Active participant in the accreditation/re-accreditation/provisional accreditation process;
- Oversee the development of the ADPs globally (maintain existing and add new programs);
- Influence the initiation of new FM higher education programs;
- Create a program for IFMA Chapters and Councils to adopt FM higher educational institutions;
- Initiate and achieve CHEA accreditation eligibility; and
- Oversee the development of the international FM Education Directory.

# Organization of the Commission on Academic Affairs



## **Appendix B**

### **IFMA Core Competencies to be Implemented in 2011**

- 1. Communication**
- 2. Emergency Preparedness and Business  
Continuity**
- 3. Environmental Stewardship and Sustainability**
- 4. Finance and Business**
- 5. Human Factors**
- 6. Leadership and Strategy**
- 7. Operations and Maintenance**
- 8. Project Management**
- 9. Quality**
- 10. Real Estate and Property Management**
- 11. Technology**