



STANDARD FOR ACCREDITED DEGREE PROGRAMS



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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 re-accrediting 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. Should a submission not be approved, specific reasons will be given and the institution may resubmit at no additional cost. Most programs usually require an initial submission and a follow-up to answer questions or fill in gaps before final commission approval.

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 always 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.

These documents describe both scholarly and real-world facility management applications and practices and provide a comprehensive model for an ideal facility management program. In integrating these two texts and in this revision, 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, 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 both meet IFMA and IFMA Foundation standards and remain distinctly unique.

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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 at least 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.

1.3.2 Accreditation Self-Study

Accreditation by 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 is to acknowledge programs that provide substantial academic preparation in the competency areas of facility management: leadership and management; operations and maintenance; planning and project management; communication; finance; human 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.

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 Accredited Program has received a broad-based education in the fundamentals of each of the nine competency areas identified by IFMA and the IFMA Foundation.

A graduate of an IFMA Foundation Accredited Associate Degree Program will have knowledge of at least 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 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 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 reached 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

Unless otherwise stated, all positions shall serve a three year term, with the exception that initially terms will be staggered.

2.1.1.1 Commission membership will consist of a minimum of four full-time faculty members from accredited programs, one of whom must be from an institution outside of North America. Additionally, there shall be a Certified Facility Manager[®] and a representative from government and industry. The commission chair is the IFMA Foundation director of academic affairs. The vice chair is selected by the commission.

2.1.1.2 The IFMA president and CEO or a designated representative and the IFMA Foundation chair or a designated representative, will also serve as members.

2.1.1.3 There shall be a minimum of 10 committee members, as outlined in Sections 2.1.1.1 and 2.1.1.2.

2.1.1.4 In addition to regular commission duties, the DAA will be responsible for implementing the strategic plan for accredited programs.

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.
- b. Determining length of accreditation period.
- c. Requiring additional institutional reports as needed to meet accreditation

requirements.

- d. Creating standing or ad hoc sub-committees whose activities will enhance the work of the Commission on Academic Affairs.
- e. Reviewing and approving the accreditation policies, procedures and standards (see

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 committee meets.

2.1.5 Periodic Assessment

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

2.2 Appeals Committee

2.2.1 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[®], a total of four members.

2.2.2 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. Had a commission member who may evidence bias.

2.2.3 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 president of an institution. The petition must relate to one of the aforementioned grounds, and justification must be provided for the basis of the request.

2.2.4 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.

2.2.5 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.

2.2.6 Appeals Committee Meeting

A meeting 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 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.

2.2.7 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.

2.2.8 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.

2.2.9 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; and copying, postage and telephone costs.

2.3 Conflicts of Interest

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

- a. Have ever been employed by the institution being reviewed;
- b. Have relatives in the employ of, or attending, the institution being reviewed;
- c. Own more than 5 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 of programs shall remove themselves from the review of any institution when any of the aforementioned situations exist.

2.4 ~~List of Those Serving on the Commission on Accredited Programs~~ 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 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 or all three, but each must be accredited separately using the criteria herein.

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.

Completion of a master's degree in FM should provide graduates with strong leadership

and management knowledge as well as the other FM core competencies.

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 two (2) or more of the areas of knowledge (Section 5) plus the recognition of three (3) or more areas of knowledge has been attained. Specific course requirements for each area of knowledge shall be clearly specified and shall meet or exceed IFMA Foundation standards.

3.2.3.2 Baccalaureate and master's 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 to all of the areas of knowledge (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.

3.2.4 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 course materials must be included in the self-study report. The evaluators from the Commission on Academic Affairs will want to know by course the:

- a. Number and title;
- b. Instructor name and rank/title;
- c. Subject matter to include goals and objectives;
- d. Assessment methods, including quizzes, examinations, papers, projects, presentations, others; and
- e. How it covers the area(s) of knowledge.

Of importance is the alignment of course content with the IFMA competencies as outlined 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 and the use of computers 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

Each program and program option shall have at least one appropriately qualified full-time 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 tenure track faculty member shall be a bachelor's and master's degree 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

A minimum of 50 percent of the regular full-time faculty members assigned to teach in the program shall have an earned doctorate or terminal professional degree. The committee may grant exceptions to this standard if the institution has a program in place that will bring the institution into compliance within a reasonable time.

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 be comparable to other professional program areas in the institution. Requirements in the areas of teaching, service and scholarly activity shall be clearly specified for facility management faculty.

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 re-accreditation. 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. 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 re-accreditation. Student evaluations of individual classes shall be conducted on a regular basis.

3.5.6 Student Enrollment

Enrollment shall be adequate in each program area to operate the program efficiently and effectively. 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.

3.6 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 such as; laboratory facilities, library resources, computer hardware and peripherals, facility management and office suite software, and others.

3.7.2 Support for Facilities and Equipment

Facility and equipment needs shall be reflected in the long term goals and objectives of the program, and 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.

3.8.2 Utilization of Computer Systems

Evidence shall be available to indicate that students and faculty are making adequate and appropriate use of computer systems.

3.9 Financial Resources

3.9.1 Financial Support

The budget for the facility management program shall be adequate to support program objectives.

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.

3.11 Facility Management Program Advisory Committee

3.11.1 Program Advisory Committee

An advisory committee of knowledgeable 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.

3.11.2 Advisory Committee Meetings

The program advisory committee shall meet at least once each year and meeting minutes recorded.

4. Accreditation Policies

4.1 Type of Program

The IFMA Foundation recognizes clearly identifiable programs at the undergraduate and master 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 Cost of Accreditation

The total cost of accreditation will be borne by the institution requesting accreditation. The self-study review fee will be US\$1,500. In addition, all accredited programs will be charged an annual fee of US\$400. If a program appeals a decision, costs outlined under section 2.2.9 will apply.

4.3 Accreditation Process

4.3.1 Accreditation Self-Study Report

The institution will submit 10 complete copies of all self-study materials to the IFMA Foundation office. 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. An institution may choose and is encouraged to submit their entire application electronically in a pdf format. The IFMA Foundation will distribute copies of the report to the Commission on Academic Affairs.

4.3.2 Accreditation Visit

4.3.2.1 The director of academic affairs of the IFMA Foundation or their 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 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. Attendance or participation in FM classes;
- d. Meeting with a cross-section of FM students from each year of study, freshman through senior; and
- e. Meeting with school or college administrative faculty where the FM program is housed.

4.3.2.3 The travel costs for the visit shall be shared, with the institution paying for the member from the Commission on Academic Affairs and the IFMA Foundation supporting the director of academic affairs. Expense reimbursement shall be in accordance with the IFMA Foundation's policies and procedures.

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. The head of the institution or his or her representative may attend the meeting 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 (FMP) designation. Graduates of associate degree programs may receive credit for FM courses; determination of credit will be decided by the IFMA credentials staff, based on curriculum information submitted by the institution in their self-study.

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 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 Web site.

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 Web site at www.ifmafoundation.org.

4.10 Related Accrediting Agency Status

In considering whether to grant initial accreditation to a program, the Commission on Academic Affairs 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 re-accreditation 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 re-accreditation period for the institution. Any extensions granted will be applied toward the subsequent accreditation or re-accreditation 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 period from July 1 of the previous calendar year to June 30 of the current year; and request payment of the annual fee as outlined in Section 4.2 of this document. 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 Re-accreditation

4.13.1 Re-accreditation Self-study

4.13.1.1 The institution submits a short self-study in the year in which re-accreditation 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 section 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 section of the submission should be organized just like the regular self-study submission, with only those sections that have changed. For example, from an institution's re-accreditation documents, they noted that under 4.3 instructions, item 4.3.1 referenced a change in their space planning course, which had actually been split into two courses, which expanded the content significantly. In the addendum, they included the new course syllabi and the schedules.

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 Re-accreditation 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 re-accreditation at least 30 days before the short self-study

submission is due.

4.13.2.2 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. Attendance or participation in FM classes;
- d. Meeting with a cross-section of FM students from each year of study, freshman through senior; and
- e. Meeting with school or college administrative faculty where the FM program is housed.

4.13.2.3 The travel costs for the visit will be shared, with the institution paying for the member from the Commission on Academic Affairs and the IFMA Foundation supporting the director of academic affairs.

4.13.3 Re-accreditation Report

4.13.3.1 Re-accreditation 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 Accreditation Levels (Determined by autonomous authority of the Commission on Academic Affairs)

4.14.1 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.

4.14.2 Re-accreditation

a. Re-accreditation

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 re-accreditation period, not to exceed six years.

b. Non-Re-accreditation

Denial of 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 it is 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.

ID	Area of Knowledge	Course ID	Additional Information
	Context		
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		
	FM Competencies		
	#1 Plan and Organize the Facility Function		
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		
	#2 Manage Personnel Assigned to the Facility Function		
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		
	#3 Administer the Facility Function		
15	Administer policies, procedures and practices		
16	Administer the acquisition, distribution and use of material resources		
17	Maintain documentation systems		
	#4 Manage the Delivery of Facility Services		
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
	Context		
1	Maintenance management (predictive, preventive and corrective)		
2	Develop standards, practices, policies and procedures for facility operation and maintenance		
3	Computer aided facility maintenance and operation systems		
4	Building systems and related technologies		
5	Ancillary FM functions:		
5a	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)		
	#1 Oversee Acquisition, Installation, Operation, Maintenance and Disposition of Building Systems (Competency 1)		
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		
	#2 Manage the Maintenance of Building Structures and Permanent Interiors		
13	Evaluate building structures and permanent interiors		
14	Manage the maintenance and cleaning needs of building structures and permanent interiors		

	#3 Oversee Acquisition, Installation, Operation, Maintenance and Disposition of Furniture and Fixtures		
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		
	#4 Oversee Acquisition, Installation, Operation, Maintenance and Disposition of Grounds and Exterior Elements		
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
	Context		
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		
	FM Competencies		
	#1 Develop Facility Plans		
7	Interpret the overall business goals, the organizational strategies used to accomplish those goals, and linking the facility planning to business planning		
8	Develop, maintain, and evaluate long-term, interim and short-term facility plans		
	#2 Plan and Manage Projects		
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		
	#3 Manage Program and Design		

19	Manage and evaluate programming		
20	Manage and evaluate design		
	#4 Manage Construction and Relocation		
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.

ID	Area of Knowledge	Course ID	Additional Information
	Context		
1	Effective communication and reporting skills in the following areas:		
1a	Writing		
1b	Speaking		
1c	Presentations		
1d	Listening		
2	Comprehend financial, graphic and technical information and documents		
	FM Competencies		
	#2 Communicate Effectively		
3	Use effective communication strategies		
4	Clarify interpretations and confirm understanding		
5	Use communication technologies effectively		
6	Conduct effective group meetings		
7	Negotiate for services, resources, information and commitments		
8	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
	Context		
1	Financial analysis and justification of facilities decisions		
1a	Life-cycle costing		
1b	Payback analysis, net present value		
1c	Depreciation		
2	Financial and managerial accounting		
3	Risk management and analysis		
	FM Competencies		
	#1 Manage the Finances of the Facility Function		
4	Analyze financial data pertaining to facilities and facility services		
5	Develop, implement, and manage building occupancy charge back system		
6	Prepare and manage capital and operational budgets		
7	Monitor revenues and expenditures to contain costs		
8	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
	Context		
1	Environmental, 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		
	FM Competencies		
	#1 Develop and Implement Practices that Promote and Protect Health, Safety, Security, the Quality of Work Life, the Environment and Organizational Effectiveness		
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)		
	#2 Develop and Manage Emergency Preparedness Procedures		
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.

ID	Area of Knowledge	Course ID	Additional Information
	Context		
1	Literature search		
2	Basic descriptive and inferential statistical methods		
3	Presentation of statistical information		
4	Understanding research design and methodologies		
5	Interpreting research		
	FM Competencies		
	#1 Manage the Process of Assessing the Quality of Services and the Facility's Effectiveness		
6	Assure customer surveys are conducted		
7	Assure processes are documented		
8	Select methods to collect, verify and analyze data		
9	Improve the facility and service delivery processes		
10	Monitor and promote the quality process		
11	#2 Manage the Benchmarking Process		
12	Establish benchmarks		
13	Determine the potential for improved performance		
14	Integrate finding into the facility management function and business goals		
	#3 Manage Audit Activities		
15	Comply with laws and regulations		
16	Conduct internal studies		
17	Conduct mandatory audits as required by regulation		
	#4 Manage Developmental Efforts of Facility Services to Make Innovative Improvements in Facilities and Facility Services		
18	Investigate ways to improve facility services		
19	Assess risks and opportunities		
20	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
	Context		
1	Marketing, market analysis and appraisal		
2	Real estate taxation		
3	Real estate financing and development economics		
4	Property development		
	FM Competencies		
	#1 Manage and Implement the Real Estate Master Planning Process		
5	Manage the development and implementation of a real estate master plan for the organization		
6	Maintain the real estate master plan		
	#2 Manage Real Estate Assets		
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
	Context		
1	Common FM and office application software		
2	FM technology systems and technology trends		
3	Understand basic information and communication technologies and their application to buildings and FM software		
4	Organizational IT systems and trends		
	FM Competencies		
	#1 Plan, Direct, and Manage FM Business and Operational Technologies		
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		
	#2 Plan, Direct, Manage and/or Support the Organization's Technological Infrastructure		
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
	Context		
1	This is intended for students who have successfully completed most of the courses required for graduation with a degree in facility management		
	Capstone Course Requirements		
2	Identify a problem/issue/area of investigation		
3	Determine resources needed to address the problem/issue/investigation		
4	Collect and verify required data		
5	Analyze data and options/solutions		
5a	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. 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.

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