



Standards for Recognized Programs

*First-Professional
Facility Management
Degree Programs*

IFMA[®]
professional development



Introduction and Purpose

The International Facility Management Association (IFMA) is pleased to present its *Standards for IFMA Recognized Programs* manual. The standards apply only to first professional facility management degree programs at the undergraduate or graduate level. Universities and colleges offering such programs should adhere to these standards when seeking IFMA recognition.

The purpose of IFMA degree program recognition is to promote excellence in 4-year undergraduate and in Masters level graduate degree programs in the field of facility management. Since its inception, IFMA has vigorously supported the educational needs of its current and future members as well as practicing FM professionals at large.

The purposes of the *Standards for IFMA Recognized Programs* manual are to:

1. offer a means to strengthen existing facility management degree programs
2. serve as a guide for developing new facility management degree programs
3. provide standards for recognizing new programs and re-recognizing programs already recognized for excellence

The manual outlines the standards and procedures a program should meet and follow in order to become recognized. The chair or leader of any eligible facility management program is strongly encouraged to purchase, complete, and return an application for recognition. The IFMA Recognized Program Committee will review the application to ensure substantial compliance with the standards. Should a recognition submission not be approved, specific reasons will be given and the institution may resubmit at no cost. Most programs usually require an initial submission and a follow-up to answer questions or fill in gaps before final committee approval.

These standards are not intended to force all programs to be the same. Instead, the standards should be used to help shape a 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 these standards:

1. *Model Curriculum for First Professional Degree Programs*: used since the late 1980s in designing college and university facility management programs
2. *Competencies for Facility Management Professionals*: outlines the competencies and performance behaviors and criteria for successful facility management

These documents describe both scholarly and real-world facility management applications and practice and provide a comprehensive model for an ideal facility management program. In blending these two texts, the recognized programs task force deliberately did not set mandatory percentages or other strict thresholds for recognition. 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.

These standards recognize the importance of variation and diversity in program offerings. By applying, an institution is acknowledging 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, recognized programs can both meet IFMA standards and remain distinctly unique.

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Standards for IFMA Recognized 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 First Professional Degree Programs

First professional degree programs are 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 Recognition Process

Recognition by IFMA 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 Standing Committee on Recognized Programs, established by the IFMA Board of Directors in 1997.

1.4 Purposes

The primary purpose of the International Facility Management Association's Recognition Program is to acknowledge programs that provide substantial academic preparation in each of nine competency areas of facility management: facility function; human and environmental factors; planning and project management; finance; operations and maintenance; real estate; communication, quality management and assessment procedures; and technology. In addition, a capstone course must be included which demonstrates the integration of the competencies.

The facility management student will have the necessary academic preparation to enter the profession. Graduation from a Recognized Program will provide an academic foundation leading toward professional certification.

The potential employer will know that a graduate of an IFMA Recognized Program has received a broad-based education in the fundamentals of each of the competency areas identified by IFMA.

The secondary purpose of the Recognition Program is to assist in the development of programs that do not have sufficient offerings in all of the nine areas to strive toward achieving this diversity and level of quality. This program also should encourage the development of new facility management programs.

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1.5 Responsibility

As the premier facility management association in the world, the International Facility Management Association has a responsibility to advance the profession of facility management. The Association is working to achieve this goal through its recognition of facility management degree programs.

2. Administrative Organization

Functional, decision-making authority for implementing the recognition process is carried out by the IFMA Recognized Program Committee. Recognition decisions reached by this body are not subject to approval by any officers, committees or boards of the International Facility Management Association.

2.1 Committee on Recognized Programs

2.1.1 Committee Membership

Unless otherwise stated all positions serve a three-year term. Membership is as follows:

- a. A minimum of four full-time faculty members from recognized programs one whom will be from an institution outside of North America. The committee will self-select a chair.
- b. IFMA president and chief staff executive or designated representative will serve as an Ex-officio member.
- c. IFMA Staff member. In addition to regular committee duties, the staff member also will disseminate information on recognition to interested parties, collect and distribute self-studies, collect fees and schedule meetings.
- d. Members from the original task force may also be asked to serve on the committee at the discretion of the group.

2.1.2 Committee Authority

The Committee on Recognized Programs has autonomous decision-making authority and responsibility for the following activities:

- a. Approving or disapproving applications for recognition.
- b. Determining length of recognition period.
- c. Determining special institutional reports or requirements during the recognition period.

2.1.3 Committee Meetings

The committee is required to meet at least once a year. Other meetings may be called by the committee chair.

2.1.4 Institutional Notification of Committee Decisions

Institutions will be notified of committee decisions within 30 calendar days of a meeting.

2.1.5 Periodic Assessment

As necessary or every three years, the committee will review and revise the standards and procedures for recognition.

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2.2 Appeals Committee

2.2.1 Appeals Committee Membership

The appeals committee shall consist of the chair of the committee on recognized programs (ex-officio), two members of the committee on recognition programs and one IFMA Professional member in good standing.

2.2.2 Decisions That May be Appealed

An institution may petition for review of adverse decisions on the following grounds. The institution believes that the committee on recognized programs:

- a. failed to follow stated procedures;
- b. failed to consider all the evidence and documentation presented in favor of an institution's application;
- c. acted erroneously by disregarding recognition standards or procedures; or
- d. had a committee member who may evidence bias.

2.2.3 Committee Activation

The appeals committee will be activated by the chair of the committee on recognized programs 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 this 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 recognition 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 committee on recognized programs within 90 calendar days after the receipt of the documentation for the review petition from the filing institution. The meeting of the appeals committee shall be conducted in accord with due process. The appellant institution has the right of a hearing before the appeals committee. The final action or recommendation must be communicated in writing to the committee on recognized programs no less than 90 calendar days prior to the next scheduled meeting of the committee. The meeting of the review committee may be held on the campus of the institution submitting the appeal petition.

2.2.7 Possible Action by the Appeals Committee

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The appeals committee may take one of two actions: (1) Affirm the original decision or, (2) Recommend that the committee on recognized programs reconsider its original decision. In either case, the appeals committee shall provide reasons for its action.

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 committee on recognized programs makes its final recommendation.

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 International Facility Management Association. Costs may include, but are not limited to: travel and lodging for the appeals committee to attend the meeting; copying, postage and telephone costs; as well as a charge for IFMA staff time.

2.3 Conflict of Interest

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

- a. ever have 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;
- e. ever attended or applied to attend the institution being reviewed.

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

2.4 List of Committee on Recognized Programs

A list of all individuals on the Recognized Program Committee is available upon request from IFMA. The list contains names, professional addresses and telephone numbers.

3. Recognition Policies

3.1 Type of Program

The International Facility Management Association recognizes clearly identifiable programs at the baccalaureate and master level that meet the standards of recognition. The sponsoring institution or department must meet the official accreditation or recognition standards for institutions of higher education appropriate to its country.

3.1.1 Legal Authorization

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

3.2 Cost of Recognition

The total cost of recognition will be borne by the institution requesting recognition. The cost will be a \$100 (U.S.) fee for the self-study package and \$900 (U.S.) self-study review fee. In addition, all recognized programs will be charged an annual fee of \$400 (U.S.). If a program appeals a decision, costs outlined under Section 2.2.9 apply.

3.3 Self-Study Report

The institution will submit 10 complete copies of all self-study materials to IFMA headquarters. The format and content for this document is included in this document. IFMA will distribute copies of the report to the committee.

3.4 Committee on Recognized Programs

The committee will review and act on each self study report at its annual meeting or at specially convened teleconferences between annual meetings. The head of the institution or his or her representative may attend the meeting to briefly address the committee. This person will not be permitted to remain in the meeting after his or her address is complete. The final action by the committee on recognized programs will be reported:

- a. orally (upon request) by the committee chair after the annual meeting to an institutional representative who may be in attendance at the meeting;
- b. by email and letter from the committee on recognized programs to the head of the applicant institution and the head of the program within 45 calendar days after the committee meeting. In cases where adverse action was taken by the committee, 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 Association publications, if the action is to grant recognition or maintain recognition.

3.5 Recognition Publicity

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

3.6 Recognition and Certification of Facility Managers

Graduates from IFMA recognized programs are eligible to sit for the certified facility manager (CFM) exam after three years of practice instead of the four or more years required by all other facility managers.

3.7 "Grandfathering" Graduates of Recognized Programs

Graduates whose programs have been recognized after their graduation may apply for the same CFM benefits as more recent graduates by showing proof that the program is substantially unchanged from the time they were students. Copies of the student's transcript and a letter from the program coordinator or department head stating that the program has not changed substantially since the time of the student's attendance must be included in the application. The letter from the program coordinator or department head should describe any differences from the currently recognized program. The letter may be sent to the IFMA staff member for Recognized Program Committee, who may make the determination or refer it to the Committee for review and a final decision.

3.8 Review of Complaints

Complaints against a recognized program will be investigated if the complaint is submitted in writing, with appropriate documentation, to the chair of the committee on recognized programs. The complaint first will be referred to and reviewed by the IFMA staff member, 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 to respond to the complaint in writing. After receipt of the written response, the IFMA staff member within 30 calendar days of receipt of the written response may decide to refer the complaint to the committee on recognized programs for action, decide not to further pursue the complaint, or take other actions such as sending a consultant approved by the committee for an on-site visit. The consultant within 30 calendar days of the on-site visit will submit a report and recommendation regarding the complaint for possible action by the committee on recognized programs. If, at this stage, the committee on recognized programs 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 committee 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 committee on recognized programs meeting for action, or a special meeting of the committee will be called by the chair. Actions that may be taken by the committee on recognized programs include withdrawal of program recognition. Every effort will be made to ensure that complaints are handled in a timely manner.

3.9 Review and Approval of Recognition Policies, Procedures and Standards

Responsibility for developing proposed policies, procedures and standards (and the revision of existing materials) for the recognition of facility management programs rests with the committee on recognized programs. The committee on recognized programs shall conduct hearings at least every three years to review recognition policies, procedures and standards and shall seek input from: institutions with recognized programs; institutions with non-recognized programs; institutions seeking recognition; and consultants. Recognition policies, procedures and standards are printed in this document which is available upon request to interested individuals and organizations.

3.10 Recognition Status of Programs

The IFMA headquarters' office maintains a list that identifies: institutions with recognized

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programs; the programs at each institution that have been recognized; and the date for the next scheduled review or reconsideration of recognition. This list is made available to anyone requesting it and is also posted on the IFMA web-site at www.ifma.org.

3.11 Related Accrediting Agency Status

In considering whether to grant initial recognition to a program, the committee on recognized programs 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 a recognition period, the status of recognition 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 committee on recognized programs of any change in institutional or program accreditation status during a period of recognition.

3.12 Requests for Extensions

The committee on recognized programs may grant a one-year extension for the initial recognition period or for the re-recognition 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 headquarters 45 calendar days prior to the annual committee meeting and one year in advance of the end of the recognition or re-recognition period for the institution. Any extensions granted will be applied toward the subsequent recognition or re-recognition periods.

3.13 Program Changes During a Recognition Period

If the program changes substantially during any period of recognition, the institution must report these changes to the committee on recognized programs. If it appears to the committee 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 recognition status of the program.

3.14 Recognition Levels (Determined by autonomous authority of the Committee on Recognized Programs)

3.14.1 Initial Recognition (Six year time period)

Recognition

- a. Recognition will be granted if the program meets or exceeds the standards put forth in this document.

- b. Non-Recognition**

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

3.14.2 Re-recognition (Six year time period)

- a. Recognition**

Recognition will be granted if the program meets or exceeds the standards put forth in this document.

- b. Non-Recognition**

Denial of recognition occurs when a program does not substantially comply with the standards

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put forth in this document.

4. Standards for Recognition - First Professional Degree Programs

The objective of recognition is to ensure that recognized programs in facility management are in substantial compliance with established standards as set out in section 4 of this document. It is understood that programs will vary in their compliance with the standards. The committee will have sole responsibility for determining compliance.

Each applicant institution will prepare a self-study report that documents its compliance with the standards. The self-study must be prepared in the format provided by IFMA. 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.

4.1 *Philosophy and Objectives*

4.1.1 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.

4.1.2 Program Goals

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

4.1.3 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.

4.2 *Program*

4.2.1 Program Name

Each program and/or program option shall have the words "facility management" in the title.

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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.

4.2.2 Program Level

The program shall lead to the baccalaureate or master's degree, and no less than the junior and senior years of baccalaureate level study in facility management shall be offered by the institution seeking recognition. Appropriate lower division requirements may be offered by the same institution or may be transferred from other institutions including community colleges and technical institutes.

4.2.3 Program Definition

The program may have more than one option, specialization or concentration. Specific course requirements for each option shall be clearly specified, and all program options shall meet or exceed IFMA standards. 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 committee on recognized programs.

4.2.4 Program Emphasis

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

4.2.5 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.

4.2.6 Facility Experiences

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

4.2.7 Program Validation

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

4.2.8 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.

4.2.9 Transfer Course Work

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

4.2.10 Program Publicity

Institutions shall broadly and accurately publicize, particularly to potential students: (a) facility management program goals and objectives, (b) preadmission testing or evaluation requirements and standards, (c) assessment measures used to advance students through the program, (d)

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educational achievement rates of graduates and (e) fees and other charges.

4.2.11 Legal Authorization

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

4.3 Instruction

4.3.1 Study Guides / Course Materials

Course syllabi and other related course materials that clearly describe appropriate course objectives, content, references utilized, student activities and evaluation criteria must be included in the self-study report.

4.3.2 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."

4.3.3 Computer Applications

The program shall include instruction on computer applications and the use of computers for facility management problem solving.

4.3.4 Communications

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

4.4 Faculty

4.4.1 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.

4.4.2 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.

4.4.3 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

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grant exceptions to this standard if the institution has a program in place that will bring the institution into compliance within a reasonable time.

4.4.4 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.

4.4.5 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.

4.4.6 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.

4.5 Students

4.5.1 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.

4.5.2 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.

4.5.3 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 five years. Summary statistics relating to follow-up studies of graduates shall be made available to potential students. These statistics shall include placement rates as well as salary levels of program graduates.

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4.5.4 Student Evaluation of the Program

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

4.5.5 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.

4.5.6 Advisory and Counseling Services

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

4.5.7 Ethical Practices

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

4.5.8 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.

4.6 Administration

4.6.1 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.

4.6.2 Administrative Leadership

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

4.6.3 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.

4.6.4 Support Personnel

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

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4.7 Facilities and Equipment

4.7.1 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.

4.7.2 Support for Facilities and Equipment

Facility and equipment needs shall be reflected in the long-range goals and objectives for the program, and sources of potential funding shall be identified.

4.8 Computer Systems

4.8.1 Technical Support

Appropriate computer systems shall be available to students and faculty to cover functions and applications in each program area. These systems may be on or off-site and centralized or decentralized as long as the systems are accessible to students and faculty by means of remote terminals and/or input-output equipment.

4.8.2 Utilization of Computer Systems

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

4.9 Financial Resources

4.9.1 Financial Support

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

4.10 Library Services

4.10.1 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.

4.11 Facility Management Program Advisory Committee

4.11.1 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.

4.11.2 Advisory Committee Meetings

The program advisory committee shall meet at least once each year.

5. Standards for Recognition - Required Areas of Knowledge

Recognized programs are required to meet the objectives described in each of the nine principal areas described later in this section. The self-study must include an appraisal of the overall program objectives and a narrative for each area that explains how the program meets these standards. The included tables are guidelines for achieving those minimum standards. The tables represent desired levels of achievement. It is understood that some programs may be at variance with these topics and ratings 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 this specific area of knowledge. The checklist also includes space to identify additional topics that are specific to your program.

The three levels of student knowledge used in the tables are defined as follows:

Awareness - Understanding the literal message contained in a communication. Remembering an idea, material or phenomenon in a form very close to that in which it originally was encountered.

Comprehension - Breaking down material or ideas into their constituent parts and detecting the relationship of the parts and the way they are arranged. Knowing an abstraction well enough to apply it without being prompted or without having been shown how to use it.

Application/Analysis - Putting together elements and parts to form a new whole. Problem solving(1).

(1) Based on Bloom's Taxonomy found in *After Taxonomy of Educational Objectives: Handbook I Cognitive Dain (pp.201-207) B.S. Bloom (Ed.), 1956, New York, David McKay Co.*

b.

5.1 Facility Function (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 of the facilities unit to the overall organizational structure and to 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; personnel management; project management; and standards formulation.

The following table represents minimum desired levels of achievement. It is understood that some programs may be at variance with these topics and ratings 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 this specific area of knowledge. The checklist also includes space to identify additional topics that are specific to your program.

Area of Knowledge	Aware	Comp.	App/ Anal.
Ethical and legal responsibilities and concerns		●	
Corporate culture	●		
Relationship of the facilities unit to other organizational divisions	●		
History of facility management and related professions	●		
Concepts and responsibilities of the profession		●	
Human resources, practices and issues		●	
Organizational frameworks for delivery of facility management services		●	
Facility management industry structure	●		
Standards	●		
International facility management issues	●		
Basic facility management functions		●	
Service concepts		●	
Codes and regulatory issues		●	
Proactive/reactive management techniques		●	
Risk management techniques	●		
Contracts and contract management		●	
Outsourcing		●	
Business Plan		●	

*The points listed in these tables are directly related to the competency areas, competencies and performances listed in the text *Competencies for Facility Management Professionals*. This text can be purchased from IFMA's Library.

b.

5.2 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 the natural environment. 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 sound ecological practices.

The following table represents minimum desired levels of achievement. It is understood that some programs may be at variance with these topics and ratings 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 this specific area of knowledge. The checklist also includes space to identify additional topics that are specific to your program.

Area of Knowledge	Aware	Comp.	App/ Anal.
Environmental psychology		●	
Human factors/ergonomics		●	
Impact of facilities on individual, group and organizational performance, comfort and satisfaction			●
Environmental protection issues		●	●
Environmental processes: air, water, sound, ground	●		
Regulatory issues		●	
Environmental, health and safety issues			●
Quality of life issues	●		
Due diligence studies (liability analysis)	●		
Emergency preparedness		●	
Environmental impact assessment		●	
Waste management and recycling		●	
Facility needs arising from diverse user populations			●

b.

5.3 Planning and Project Management

It is essential that a facility practitioner understand facilities and their components. This includes the impact of facility form on factors such as: individual and organizational effectiveness; construction, operating and maintenance costs; and the impact on the environment. The facility manager also 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 relocations. 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; and management of designers, architects, engineers and other specialists.

The following table represents minimum desired levels of achievement. It is understood that some programs may be at variance with these topics and ratings 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 this specific area of knowledge. The checklist also includes space to identify additional topics that are specific to your program.

Area of Knowledge	App/		
	Aware	Comp.	Anal.
General Processes			
Long-range, strategic and tactical planning		●	
Linking facility planning to business planning			●
Organization and structure of sites, buildings and interiors		●	
Processes for planning, programming, designing, constructing and occupying facilities		●	
Basic building types and their affects on organizational functions	●		
Building and interior construction processes			●
Project management processes	●		
Specific Tools and Techniques			
Documentation-construction, planning, design and contracts			●
Facility inventory			●
Space planning and relocation management			●
Relocation management	●		
Specifications-construction, furnishings, finishes and equipment			●
Design and corporate standards		●	
Value engineering (management)	●		
Post-occupancy evaluation		●	
Contract management		●	
Cost estimating techniques			●

b.

5.4 Finance

Facility management functions include: facilities investment decisions; asset management; 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.

The following table represents minimum desired levels of achievement. It is understood that some programs may be at variance with these topics and ratings 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 this specific area of knowledge. The checklist also includes space to identify additional topics that are specific to your program.

Area of Knowledge	App/		
	Aware	Comp.	Anal.
Financial analysis and justification of facilities decisions			●
Life-cycle costing			●
Payback analysis, net present value			●
Depreciation			●
Budget formulation, execution and control		●	
Accounting (financial and managerial)		●	●
Asset management		●	
Capital budgeting		●	
Procurement and purchasing		●	
Risk management and analysis		●	
Business plans		●	

b.

5.5 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, equipment, grounds and exterior elements. The facility professional must manage the maintenance of building structures and permanent interior elements. The facility professional also recommends policies and develops standards, practices and procedures for the operation and maintenance of facilities.

The following table represents minimum desired levels of achievement. It is understood that some programs may be at variance with these topics and ratings 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 this specific area of knowledge. The checklist also includes space to identify additional topics that are specific to your program.

Area of Knowledge			App/ Anal.
	Aware	Comp.	
Security and life-safety management			●
Cost control			●
Disaster preparedness		●	
Energy management		●	
Building systems and related technologies			●
Building structure and permanent interior elements		●	
Furniture and equipment			●
Grounds and exterior elements		●	
Diagnostics, performance and needs assessment			●
Inventory management	●		
Communications systems management (voice, data, cabling etc)		●	
Maintenance management (predictive, preventive, corrective and custodial)			●
Computer aided facility maintenance and operation systems			●
Food services	●		
Transportation and fleet management	●		
Warehouse operations	●		
Standards, practices, policies and procedures		●	
Waste management		●	

b.

5.6 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; urban planning and development trends; site evaluation and selection; occupancy and use constraints; regulations and incentives.

The following table represents minimum desired levels of achievement. It is understood that some programs may be at variance with these topics and ratings 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 this specific area of knowledge. The checklist also includes space to identify additional topics that are specific to your program.

Area of Knowledge			App/ Anal.
	Aware	Comp.	
Managing real estate as an asset			●
Inventory, track and report real estate assets			●
Property acquisition and disposal			●
Site evaluation and selection		●	
Leasing practices, lease management		●	
Marketing, market analysis and appraisal	●		
Taxation	●		
Real estate financing and development economics	●		
Property development	●		
Master planning			●
Land use and building trends	●		
Occupancy and use constraints, regulations and incentives			●
Highest and best use studies	●		
Negotiation		●	
Feasibility analysis		●	
Real estate documents		●	

b.

5.7 Communication

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

The following table represents minimum desired levels of achievement. It is understood that some programs may be at variance with these topics and ratings 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 this specific area of knowledge. The checklist also includes space to identify additional topics that are specific to your program.

Area of Knowledge	App/ Anal.		
	Aware	Comp.	
Negotiating and conflict resolution		●	
Effective communication and reporting skills in the following areas:			
Writing			●
Speaking			●
Presentations			●
Listening			●
Create and use multi-media reports and presentations			●
Comprehending technical documents			●
Conducting group meetings		●	
Electronic communications media			●
Presentation of statistical information			●
Personal and professional networks		●	

b.

5.8 Technology

Information Technology (IT) systems, are critical to supporting an organization's business strategies. Facility managers must assess and predict future requirements supporting both the FM Department's 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, real estate and employee requirements. These may include, but are not limited to: common application software (word processing, spreadsheet, presentation, database, etc), CAD/CADD, CAFM/CMMS, project management, asset management, energy management, cost analysis and other hardware and software systems. Additionally, facility managers are increasingly challenged to establish and maintain the infrastructure and technology required to support their organizations' business goals. These may include, but are not limited to: hardware and software supporting voice, information, data and media operating systems.

The following table represents minimum desired levels of achievement. It is understood that some programs may be at variance with these topics and ratings but still be able to achieve acceptable compliance with this standard. A checklist provided at the end of each narrative in the self-study for evaluation of the program in this specific area of knowledge. The checklist also includes space to identify additional topics that are specific to your program.

Area of Knowledge	Aware	Comp	App/ Anal.
Common application software			●
FM technology systems and trends			●
Criteria for evaluating and recommending FM technology solutions			●
Impacts ("good" and "bad") from adopting FM technologies		●	●
FM technology acquisition and training techniques		●	
FM technology installation, operation and maintenance techniques		●	
FM technology upgrade and disposition techniques	●		
Types of CAFM/CMMS systems available		●	
Types of project management systems available	●		
Other FM technology systems available (energy management, etc)	●		
CAFM/CMMS utilization			●
CAD/CADD utilization			●
Organizational information technology systems and trends	●		
Standards, policies, practices and procedures		●	
Emergency procedures and disaster recovery plans		●	
Supporting hardware and software systems	●		

5.9 Quality Management and Assessment Procedures (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.

The following table represents minimum desired levels of achievement. It is understood that some programs may be at variance with these topics and ratings 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 this specific area of knowledge. The checklist also includes space to identify additional topics that are specific to your program.

Area of Knowledge	Aware	Comp.	App/ Anal.
Quality management and assessment procedures		●	
Literature search			●
Understanding research design and methodologies		●	
Data collection, analysis and application		●	
Basic descriptive and inferential statistical methods		●	
Presentation of statistical information			●
Post-occupancy evaluation		●	
Benchmarking		●	
Audits	●		
Interpreting research			●
Diagnostic, performance and needs assessment			●

b.

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 knowledge areas 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.

The following table represents minimum desired levels of achievement. It is understood that some programs may be at variance with these topics and ratings 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 this specific area of knowledge. The checklist also includes space to identify additional topics that are specific to your program.

Area of Knowledge			App/ Anal.
	Aware	Comp.	
Understanding the organization			●
Identifying user requirements			●
Setting the performance criteria			●
Facilities design and planning			●
Asset management planning			●
Option appraisal			●
Resource planning			●
Performance appraisal			●
Project plan			●
Project report			●
Panel presentation			●

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