

How to Effectively Prioritize Capital Renewal Projects



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Audio Options



Using Your Telephone

If you select the “Use Telephone” option, please dial in with the phone number and access code provided.

A screenshot of a software window titled "Audio". It contains two radio button options: "Use Telephone" (which is selected with a green dot) and "Use Mic & Speakers" (which is unselected). Below these options, the text "Dial: +1 800 555 1212" and "Access Code: 141-607-114 (and [additional numbers ..](#))" is displayed. At the bottom, it says "You are connected to audio". A red line is drawn on the left side of the window.

Using Your Microphone and Speakers

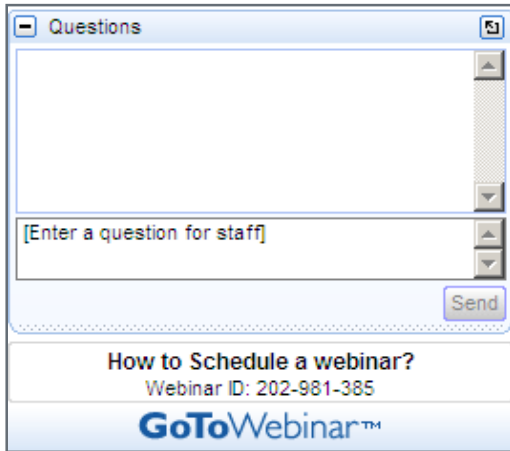
If you select the “Use Mic & Speakers” option, please be sure that your speakers or headphones are connected.

A screenshot of a software window titled "Audio". It contains two radio button options: "Use Telephone" (which is unselected) and "Use Mic & Speakers" (which is selected with a green dot). Below these options, there is a status bar showing a microphone icon, the word "MUTED" in red, a speaker icon, and a series of ten zeros. At the bottom, there is a blue link labeled "Audio Setup".

Questions Panel and Minimizing GoToMeeting

Asking a Question

To ask the presenter a question, type it into the question panel and press send.



A screenshot of the GoToWebinar interface's 'Questions' panel. The panel has a title bar with a minus sign and a maximize icon. Below the title bar is a large text input area. At the bottom of the input area is a 'Send' button. Below the input area is a smaller text input area with the placeholder text '[Enter a question for staff]'. At the bottom of the panel, there is a section with the text 'How to Schedule a webinar?' and 'Webinar ID: 202-981-385', followed by the 'GoToWebinar™' logo.

Minimizing and Maximizing Your Screen



- Use the orange and white arrow to minimize and maximize the GoToMeeting panel.
- Use the blue and white square to make the presentation full screen.

Condition Information Only One Piece of the Puzzle

Institutions Must Consider Strategic Goals When Prioritizing Projects

Sample List of Buildings Ranked by FCI

Building	FCI
Science Lab Building	66%
Administration Building	64%
Upperclass Res Hall	51%
Academic Office Building	48%
Student Center	40%
Classroom Building	33%
Dining Hall	28%
Undergraduate Gym	28%
Lecture Hall	25%
Freshman Res Hall	23%

Sample List of Buildings Ranked by Impact on Strategic Priorities

Building	FCI
Science Lab Building	66%
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Administration Building	64%

Poor condition impeding undergraduate learning

Central to academic mission; historic value

Important for first-to-second year retention

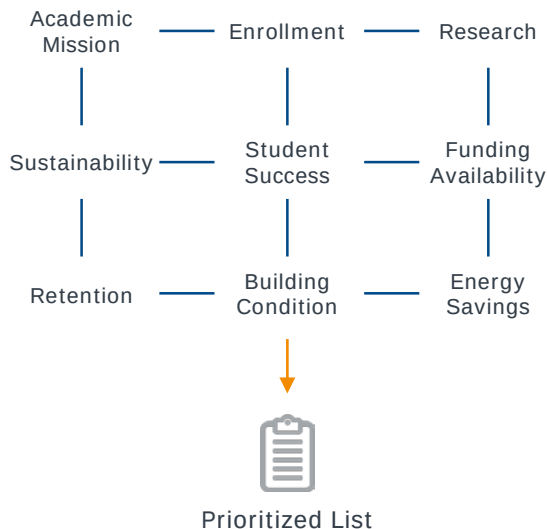
Repairs not crucial to achieve strategic goals



Competing Goals Complicate Prioritization Process

Facilities Leaders Seek a Better Way to Evaluate Investment Tradeoffs

Many Strategic Inputs Necessary for Capital Renewal Prioritization



Struggling to Assess Importance

Strategic goals and institutional mission are more challenging to quantify than FCI, making it difficult for campus leaders to compare the relative priority of different maintenance projects.



Trickle-Down Prioritization

“The importance of a roof depends on who it’s leaking on.”

*Academic Leader
Private Research University*

What's Most Important to You?

Prioritization Is Simplified When One Factor Takes Center Stage



Curb Appeal

Elon prioritizes projects that maintain and enhance curb appeal, aiming to attract prospective students with a beautiful campus from the moment they arrive.



Student Success

UWG moving to a system where they prioritize renovations of buildings that provide highest number of student contact hours, leveraging academic and space utilization data to identify spaces with high academic impact.

Straight from the Source



Partnering with the Academy to Understand Academic Priorities



Whitefall University¹ Scores Academic Departments

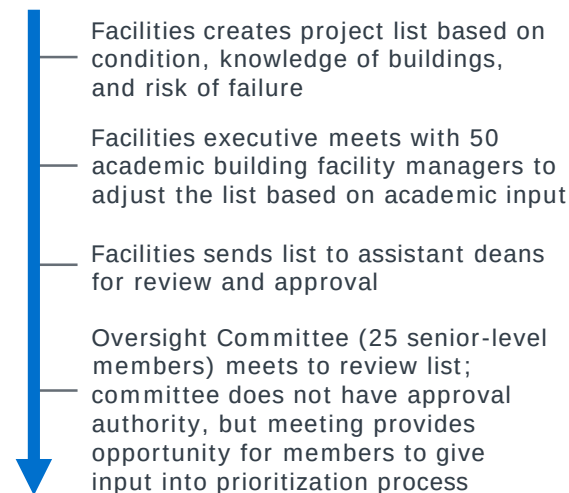
- 1 Facilities develops a condition-based project list, categorized by building subsystem
- 2 Subsystems ranked using 250-point algorithm evaluating age and current condition
- 3 Facilities executive asks assistant provost to confidentially prioritize departments by program growth
- 4 Facilities cross-checks project list and department rankings to develop mutually prioritized list of renewal investments

“Many academic leaders think it’s academic political suicide to prioritize certain buildings over others, especially if it’s enshrined in a paper trail.”

*Facilities Leader
Public Flagship University*



UCI’s Academic Prioritization Process



Project priority list finalized

1) Pseudonym.

Quantifying Considerations to Facilitate Comparison

WIU's Matrix Evaluates Projects on a Consistent Scale

Western Illinois University's Strategic Building-Wide Renovation Matrix

STRATEGIC RENOVATION CRITERION	Building		Waggoner Hall	Horrabin Hall
	Building Type		Academic	Academic
	Utilization	2.0	5	3
		WT	10	6
	Life Safety and ADA	3.0	3	2
		WT	9	6
	Fundable	1.0	1	5
		WT	1	5
	Master Plan Factor	2.0	4	3
		WT	8	6
	Staff and Student Needs	3.0	3	5
		WT	9	15
	Visibility	2.0	4	5
		WT	8	10
	Building Exterior Needs	2.0	2	3
		WT	4	6
	Deferred Maintenance	3.0	5	5
		WT	15	15
	FCA Factor**	2.0	2.75	2.4
		WT	5.5	4.8
	Other	2.0	4	2
		WT	8	4
	Comments			
	Strategic Renovation Factor out of 110 possible points		77.5	77.8

Members of the Master Plan Implementation Team fill out matrix for each building their department occupies

Each score (from 1 to 5) weighted 1, 2, or 3 to reflect metric's relative strategic importance

Matrix assigns score up to 110, a scale sensitive enough to yield sufficiently different outcomes and facilitate comparison



WESTERN
ILLINOIS
UNIVERSITY

For a complete version of WIU's Building Renovation Matrix, please access the full research study [here](#).

Not Reinventing the Wheel

Many Facilities Leaders Draw on Military Experience in Higher Ed Work



ASU is developing a prioritization model based on the U.S. Navy's Mission Dependency Index, which evaluates a building's priority level based on the projected repercussions of its failure.



USF uses a scoring matrix inspired by the U.S. Air Force for prioritizing projects, assessing and scoring projects on five criteria: life safety, operational impact, condition, user priority, and quality.

Wrapping Up

Addressing Increasingly Complex Deferred Maintenance Decisions

Communication

Lesson 1

Communicate Capital Renewal in a Compelling Way to Build Trust and Obtain Resources

Lesson 2

Choose Metrics That Support Higher-Order Analyses for Capital Renewal Decisions

Assessment, Data, and Prioritization

Lesson 3

Evaluate Benefits of Completing Condition Assessment with Consultants vs. In-House Team

Lesson 4

Quantify Impact of Individual Capital Projects on Strategic Goals

Planning

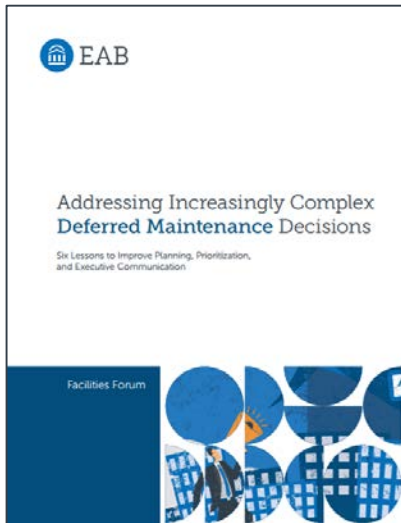
Lesson 5

Create Adaptable Capital Renewal Plans for Short-, Mid-, and Long-Term Needs

Lesson 6

Get Buy-In to Take the Worst Spaces Offline

Access the Full Research Study Online

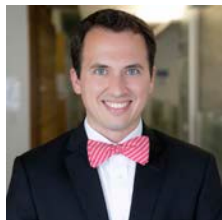


Addressing Increasingly Complex Deferred Maintenance Decisions



To learn more about how institutions can reduce deferred maintenance backlogs through communication, assessment, prioritization, and planning, access the full research study [here](#).

Contact Information



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Evaluating Today's Session



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