

# 100 tactics to fund capital renewal



Tactic	Maintenance Funding Potential	Prevalence
<b>Fundraising</b>		
1	Request Central Funds for Capital Renewal to Match Donor-Funded Renovations	\$\$\$\$ ●●○○
2	Bundle Deferred Maintenance Costs with College Fundraising Efforts	\$\$\$\$ ●●○○
3	Steer Donors Toward High FCI Buildings	\$\$\$\$ ●●○○
4	Require Donors to Contribute to Central Infrastructure	\$\$\$\$ ●○○○
5	Offer Naming Rights for Existing Facilities to Establish Maintenance Endowment	\$\$\$\$ ●●○○
6	Fundraise for a Fixed Percentage Capital Renewal Endowment	\$\$\$\$ ●●○○
7	Fundraise for an Operations and Maintenance Endowment Based on Projected Building Needs	\$\$\$\$ ●○○○
8	Create Separate Endowments for Capital Renewal and for Operations and Maintenance	\$\$\$\$ ●○○○
<b>Student Fees</b>		
9	Institute Student Fee to Address Budget Shortfalls	\$\$\$\$ ●●○○
10	Levy Student Fee for General Capital Renewal Fund	\$\$\$\$ ●●○○
11	Require Student Fee to Fund a Specific Capital Renewal or Maintenance Plan	\$\$\$\$ ●●○○
12	Create a Student Fee to Fund Debt Service	\$\$\$\$ ●●○○
13	Levy Student Fee to Fund Renewal in Student Buildings	\$\$\$\$ ●●○○
14	Introduce Student Fee to Build Needs-Based Capital Renewal Fund	\$\$\$\$ ●○○○
15	Create Sustainability Fee	\$\$\$\$ ●●○○
<b>Auxiliaries</b>		
16	Charge Auxiliaries for Utilities	\$\$\$\$ ●●●●
17	Include Capital Renewal Funding in Utility Rates	\$\$\$\$ ●●○○
18	Require Auxiliaries to Contribute to Building Renewal	\$\$\$\$ ●●○○
19	Institute Annual Increases to Shop Rates	\$\$\$\$ ●○○○
20	Levy a Maintenance Tax	\$\$\$\$ ●●○○
21	Require Auxiliaries to Cover Basic Preventive Maintenance	\$\$\$\$ ●○○○
22	Increase Parking Fees to Fund Renewal Projects	\$\$\$\$ ●●○○
<b>Energy Gainsharing and Sustainability</b>		
23	Carve Out Sustainability Allocation from Central Funds	\$\$\$\$ ●●○○
24	Maintain a Green Revolving Loan	\$\$\$\$ ●●○○
25	Participate in Gainsharing with Energy Service Provider	\$\$\$\$ ●●○○
26	Engage in an Energy Savings Performance Contract	\$\$\$\$ ●●○○
27	Establish a Hybrid Energy Savings Performance Contract	\$\$\$\$ ●●○○
28	Partner with a Cogeneration Company to Improve Sustainability	\$\$\$\$ ●●○○
29	Partner with Government to Support Large-Scale Sustainability Projects	\$\$\$\$ ●○○○
<b>Third-Party Funding Arrangements</b>		
30	Engage in a Public-Private Partnership (P3) for Building and Maintaining Dorms	\$\$\$\$ ●●●●
31	Establish a P3 for Demolishing Old and Building New Dorms	\$\$\$\$ ●●●●
32	Engage in a P3 for Campus Expansion	\$\$\$\$ ●○○○
33	Lease Parking Facilities Through a P3	\$\$\$\$ ●○○○
34	Develop Mixed-Use Spaces Through a P3	\$\$\$\$ ●●○○
35	Construct Dining Facilities Through a P3	\$\$\$\$ ●●○○
36	Use a P3 to Renovate and Repurpose Old Buildings into Luxury Apartments	\$\$\$\$ ●●○○
37	Lease Land to Commercial Developers	\$\$\$\$ ●●●●
38	Arrange a Lease-to-Own Donor Gift to Build Residences or Auxiliaries	\$\$\$\$ ●●●●
<b>Advocating to the Government</b>		
39	Shift State- or Province-Provided Capital Funding to Renovation and Renewal Budget	\$\$\$\$ ●○○○
40	Lobby State or Provincial Legislature for One-Time Capital Renewal Funding	\$\$\$\$ ●●○○
<b>Additional Government Funding</b>		
41	Apply for Federal Grants	\$\$\$\$ ●○○○
42	Apply for State Grants	\$\$\$\$ ●●○○
43	Apply for Minority-Serving Institutions Grants	\$\$\$\$ ●●○○
44	Pursue Historic Building Tax Credits	\$\$\$\$ ●●○○
<b>Unit-Sourced Funding</b>		
45	Institute Infrastructure Renewal Fee	\$\$\$\$ ●●●●
46	Require Units to Fund Maintenance and Renewal Endowment	\$\$\$\$ ●●○○
47	Levy a New Building Tax	\$\$\$\$ ●●○○
48	Pool Unspent Capital Project Funding into R&R Fund	\$\$\$\$ ●○○○

49	Introduce a Variable Utility Tax to Fund Capital Renewal	\$\$\$\$ ●●○○
50	Incorporate Renewal Costs into Flat Rate Utility Charge	\$\$\$\$ ●●○○
51	Direct a Portion of F&A Recovery Toward Deferred Maintenance	\$\$\$\$ ●○○○
<b>Budgeting Techniques</b>		
52	Incrementally Increase Annual Capital Renewal Funding	\$\$\$\$ ●●○○
53	Incrementally Increase Facilities Allocation Through Operating Budget	\$\$\$\$ ●●○○
54	Offer Fixed and Actual Charge Options for Project Costs	\$\$\$\$ ●●○○
55	Earmark Interest Earnings from Working Capital	\$\$\$\$ ●●○○
56	Direct Year-End Surpluses Toward Short-Term Capital Projects	\$\$\$\$ ●●○○
57	Direct Non-Recurring Funds from Vacant Positions	\$\$\$\$ ●●○○
<b>Debt</b>		
58	Issue Long-Term Bonds	\$\$\$\$ ●●●●
59	Establish Department Partnerships to Lobby for Capital Renewal Bonds	\$\$\$\$ ●●○○
60	Leverage Short-Term Debt to Kick-Start Capital Projects	\$\$\$\$ ●●○○
61	Leverage Short-Term Debt to Improve Liquidity	\$\$\$\$ ●●○○
<b>Nontraditional Funding Strategies</b>		
62	College-Affiliated Retirement Communities	\$\$\$\$ ●○○○
63	Campus-Grown Gourmet Foods	\$\$\$\$ ●○○○
64	Campus Wineries	\$\$\$\$ ●○○○
65	University Columbaria	\$\$\$\$ ●○○○
66	Exterior Micro-Signage	\$\$\$\$ ●●○○
67	Flatscreen Advertising	\$\$\$\$ ●●○○
68	Lifetime Premier Stadium Seating	\$\$\$\$ ●○○○
69	24/7 Automats	\$\$\$\$ ●○○○
70	Install Coffee Shops	\$\$\$\$ ●●○○
71	Town-Gown Transport Partnerships	\$\$\$\$ ●○○○
72	Laundry Services	\$\$\$\$ ●●○○
73	Early Move-In Fee	\$\$\$\$ ●●●●
74	Peak-Hour Course Fee	\$\$\$\$ ●○○○
75	Bandwidth Leasing or Sale	\$\$\$\$ ●●○○
76	Child Care Centers	\$\$\$\$ ●○○○
77	Prompt Payment Rates	\$\$\$\$ ●●○○
78	Centralized Surplus Good Sales	\$\$\$\$ ●○○○
79	Donated Item Garage Sales	\$\$\$\$ ●○○○
80	Rooftop Solar Panels	\$\$\$\$ ●●○○
81	Parking Lot Solar Trees	\$\$\$\$ ●○○○
82	Wind Farm Contracts	\$\$\$\$ ●○○○
83	Local Hotel and Conference Space Partnerships	\$\$\$\$ ●●○○
84	Centralized Facilities Availability Database	\$\$\$\$ ●○○○
85	Farmers Markets	\$\$\$\$ ●○○○
86	Off-Peak Parking Lot Rental	\$\$\$\$ ●○○○
87	Outdoor Movies	\$\$\$\$ ●○○○
88	Smart Classroom Rental	\$\$\$\$ ●○○○
89	City-Funded Satellite Campus Development	\$\$\$\$ ●○○○
90	Corporate Research Facility Joint Ventures	\$\$\$\$ ●○○○
91	Exterior Cellular Antenna Stealthing	\$\$\$\$ ●●○○
92	Interior Cellular Distributed Antennas	\$\$\$\$ ●●○○
93	Professional Society Testing Partnerships	\$\$\$\$ ●○○○
94	For-Profit Educator Testing Site Rental	\$\$\$\$ ●○○○
95	Tutoring and Test Preparation Leasing	\$\$\$\$ ●○○○
96	For-Profit Educator Leasing	\$\$\$\$ ●○○○
97	Private Sector Office Space	\$\$\$\$ ●○○○
98	Retail Ground Leasing	\$\$\$\$ ●●○○
99	Real Estate Gift Specialists	\$\$\$\$ ●○○○
100	Under-Utilized Real Estate Audits	\$\$\$\$ ●○○○

**1 Maintenance Funding Potential**  
Relative measure of each tactic's ability to direct funds to capital renewal

Low \$\$\$\$  
Mid-to-Low \$\$\$\$  
Moderate \$\$\$\$  
High \$\$\$\$

**2 Prevalence**  
Approximate gauge of how commonly the tactic is used to directly fund capital renewal

Less than 10% of institutions ●○○○  
11%–30% of institutions ●●○○  
31%–50% of institutions ●●○○  
51%–100% of institutions ●●●●