Guidelines for Structuring the CF&PC Agenda and Materials
January 7, 2019

The Capital Funding & Priorities Committee (CF&PC) is responsible for the oversight of capital activity for the university.   Capital is broadly defined to include buildings, leases and administrative systems. The committee meets monthly and major functions of the committee include:

- Capital project approval and oversight.
- Review of all items that will be forwarded to the Buildings and Properties Committee of the Board of Trustees, including campus planning issues, design studies, unit master plans, capital projects, etc.
- Oversight and approval of the university's capital plan as part of the Financial Plan. The plan includes individual projects with budgets greater than $250,000 and related sources of funding.

CF&PC is chaired by the Executive Vice President and staffed by the Division of Budget and Planning.   The membership is posted here.

The agenda for CF&PC is shaped through monthly "PAR[1] meetings" that are jointly hosted by Facilities and Campus Services (FCS) and the Director of Capital and Space Planning (C&SP). These meetings are an opportunity for FCS, CIT, and college/division project managers to forecast project activity and the schedule for project approvals.   These meetings typically include discussions of project readiness, issue identification, and paths to resolution.   It is very important that projects requiring committee level approvals be identified as early as possible through the regular PAR meetings.

The Director of Capital and Space Planning identifies the projects ready for approval at each CF&PC meeting and brings those, in the form of a draft agenda, to a CF&PC "Prep" meeting for further discussion of readiness for the CF&PC meeting. This Prep meeting includes the Vice President of Budget and Planning, the Vice President of FCS, the University Architect and the Associate Vice President of Engineering & Project Management. From this discussion, the Director of C&SP contacts appropriate project management staff and functional leads (including deans) and proposes a draft agenda for the upcoming CF&PC meeting that is then finalized based on project flow and presenter availability.

Identifying Items for the Consent Agenda

Some projects or project phases require CF&PC approval by virtue of the type of project and estimated total project budget.   CF&PC's role in approvals is defined by Cornell Policy 4.2, Transaction Authority and Payment Approval, for facilities-related projects and by *Managing Capital Activity* for information technology system projects. Generally, stakeholders for projects coming before the Committee should assume that a presentation will be required to identify key aspects of the need for the project and the project deliverables. However, in some cases, items will be put onto the consent agenda and these items will not require a presentation.   Below is a list of project conditions that will be

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[1] PAR: Project Approval Request; used generically in this document to also include SPARs (System Project Approval Request for information technology projects) and LARs (Lease Approval Request).

considered when recommending a project/phase approval for the consent agenda. Consent agenda items are recommended at the Prep meeting, not later in the process.

Please note that projects do not have a right to consideration by consent agenda. Any issue coming before CF&PC can be added to the full agenda for presentation and discussion. Further, consent agenda items are moved as a group for approval. A CF&PC member can request that one or more items on the consent agenda be removed from consent for further discussion by CF&PC, which may require a subsequent presentation to the Committee.

Considerations in Identifying Items for the Consent Agenda
- Project has been presented during one or more prior phases, and no substantive changes in scope have occurred.
- Project is on or below budget.
- Project budget variance is less than $500,000 or 25% of the total project budget with a full explanation of the cause(s) of the variance detailed in the PAR.

Regular Agenda

All other projects will be placed on the regular agenda and unit functional leads and project management staff should prepare appropriate presentations to supplement the PARs.

All projects and other discussions that need to be presented to the Buildings and Properties Committee of the Board of Trustees, no matter the current status of scope and budget, will be presented to CF&PC.

Project Submissions

Presentations follow the University template. Slides after the Title Slide must include slide numbers. The title slide should include: (The Presentation Title)
                                                                                         CF&PC
                                                                                         Month Year

All materials are distributed to CF&PC members 5 business days before the CF&PC meeting. Materials are required to be in a "Box" stewarded by FCS for final reconciliation and compilation 48 hours before the distribution deadline. All deadlines are published in an annual CF&PC calendar.

Any material not received in the Box by the deadline of 5 PM will not be included in the distributed material to CF&PC. Functional and project leadership will be given the option to 1) leave the related item(s) on the agenda and bring hard copies of the materials to the meeting and hand them out in-person and in the moment, or 2) defer the item to a future agenda (recommended).

Materials in the Box at the deadline will be considered final, so they should be in final form and have completed all internal reviews required. All exceptions to the Box deadline must be requested directly to the Director of C&SP by a senior director in FCS or the director of the CIT Project Management Office or a Unit Facilities Director no later than 5 PM on the day before the deadline.

Participation in the Meetings

Presentations are typically made by a team of two: a functional representative leading with the need for the project followed by a project management representative summarizing the scope, schedule, budget and requesting the specific approval(s). The functional lead is preferably a dean, vice president or vice provost who can speak to the priority of the project within the unit's overall portfolio, budget issues, political climate, etc. The project management representative is typically:

- For facilities-related projects (study, renovation, construction, and similar):
  - the University Architect for design-related approvals
  - the Unit Facilities Director for unit-managed projects
  - the Associate Vice President for Engineering & Project Management (or designee) in FCS for FCS-managed projects
- For information technology projects: the Director of the Project Management Office in CIT
- For real property leases, purchases and sales: the Senior Director of Real Estate

Presenters are usually present in person and are asked to arrive a few minutes before the scheduled presentation time and wait in the hallway outside the room until called into the meeting. Presentations are pre-loaded onto the meeting computer and will be queued up for presentation at the time the presenters are invited into the room. Once in the room, presenters are asked to present key points succinctly without reading the slides. The primary purpose of attendance is to answer questions from the CF&PC members. Special arrangements can be made for participation through video conferencing.

The most typical agenda items are assigned 15 minutes. Only about 4/5 of this time will involve the presenters in the room. For this typical agenda slot, the presenters will spend about 7-8 minutes presenting with the remaining time left to answering questions from the committee members. After the Q&A, the presenters will be excused.

The presentation flow is typically recommended to include:
> Slide 1 – Cover slide
> Slide 2 – Identification of the specific request for approval(s)
> Slides 3 & 4 – Purpose and Need (discussed by functional lead)
> Slide 5 – Scope
> Slide 6 – Schedule
> Slide 7 – Budget
> Slide 8 – Restate the request

After the presentation and subsequent discussion, presenters will be asked to leave the room and are dismissed from the meeting unless they are returning to the room for a subsequent project discussion. CF&PC votes after presenters leave the room. All presenters are notified of the committee decisions within 24 hours of the meeting.