
APPENDIX 1.2 INTEGRATED CAPITAL PLANNING PROCESS

In the years before the 2009 self study, Western's capital planning process was spread out among five offices. The Master Plan, Major Capital Budget, Minor Capital Budget, and Strategic Initiatives reported to different offices, and lacked synchronization. Connections between objectives, priorities, and projects were insufficient. In terms of budget, expenditure, and attainment of project objectives, accountability was lacking. Information was "siloeed," held in various hands and inefficiently shared.

Even before the accreditation team drew attention to this inefficiency, Western administrators had recognized the issue and begun to transform the capital budget process. The efforts continued through and after the accreditation team's visit and subsequent recommendations. The result was an entire reformation, the Integrated Capital Planning Process. The new model assigns responsibility for the Master Plan, Major Capital Budget, and Minor Capital Budget to one area, places evaluation of major and minor capital requests at a higher administrative level, and provides checks and balances, as well facilitates on-going assessment. Key deliverables of the Integrated Capital Planning include:

MINOR CAPITAL

- **Better Planning:** Minor Capital projects will be fully planned and scheduled before the Minor Capital plan is submitted. Projects will be selected based upon the strategic priorities of the university.
- **Earlier Initiation of Projects:** With integrated planning, work will be scheduled during the first summer of the biennium.
- **Better Scheduling:** By performing better planning and earlier initiation of projects, work will occur year-round rather than condensed in the summers.
- **Better Execution:** Integrating the planning and implementation processes will streamline our procedures and save money and time.
- **Better Assessment:** The integrated organizational approach facilitates the assessment of project performance and identification of improvements for future projects.
- **Better Transparency:** The list of proposed projects, criteria used to evaluate proposals, and recommended projects will be available in real-time to all constituencies.

MAJOR CAPITAL

- **Better Project Conceptualization:** The proposed integrated structure promotes awareness of all WWU needs before plans are developed, and the integration of these needs with our strategic priorities and funding opportunities.
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- **Improved Communication:** By combining all aspects of the capital program, it is easier for all constituencies to understand.
 - **Increased Oversight:** Integrating all aspects of major projects provides a single focus of control and responsibility.
 - **Better Commissioning:** Problems that arise during construction and move-in are more easily solved by integrating all aspects of the project.
 - **Better Assessment:** The integrated organizational approach facilitates the assessment of project performance and identification of improvements for future projects.
 - **Better Transparency:** The list of proposed projects, criteria used to evaluate proposals, and recommended projects will be available in real-time to all constituencies.

The next steps to implementing the Integrated Capital Planning Process are as follows:

- Convene the Minor Capital Working Group and develop a revised 2009-2011 Minor Capital Plan.
- In conjunction with Facilities Design & Construction Management and Space Administration, develop a 2009-2011 construction schedule that will minimize (and/or eliminate) re-appropriations by July, 2011.
- Develop and implement a revised capital planning process by September 1, 2009. This plan will specifically address improved communication throughout all phases of the capital process.
- Develop and implement a capital project-assessment procedure by October 1, 2009.
- Establish an integrated web site by October 1, 2009.

EXPANDED ACCESS TO THE CAPITAL PLANNING PROCESS

The capital budget is one of the most important tools for implementing institutional strategic priorities and achieving results, and implementing an open, strategically driven and transparent capital process is critically important to having the most effective capital plan possible. With that goal in mind, the Office of Capital Planning and Development has been working, in collaboration with the offices of Space Administration and Facilities Management, to develop a new capital planning process for the 2011-13 biennium, along with the related 10-Year Capital Plan.

The initial drafts of the new proposed process framework, forms and timeline are posted to the following website: <http://www.wvu.edu/wwuarchitect/> <<http://www>.

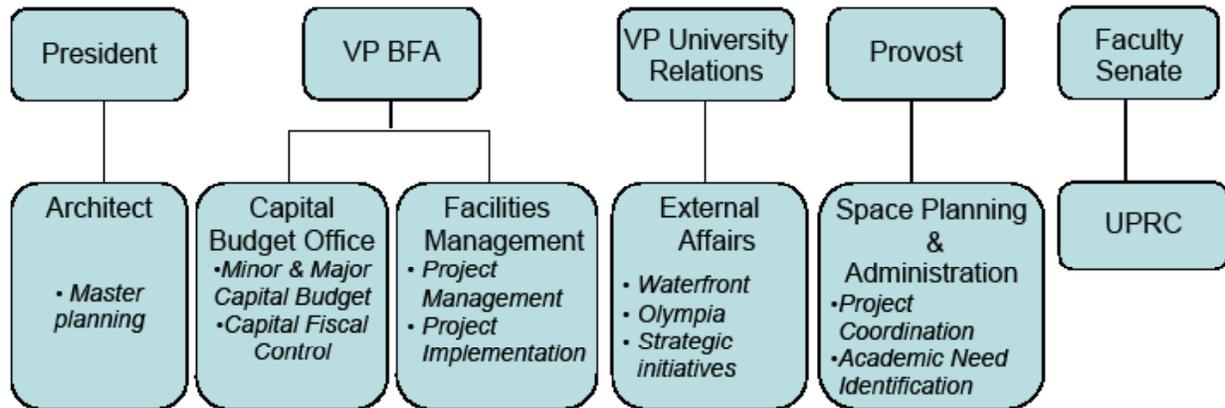
www.wvu.edu/wwuarchitect/ . A community discussion forum is also set up at <http://forum.wvu.edu/NewCapProcess> , where we ask for your thoughts and suggestions on the new process, or any other comments and questions regarding Western's Capital Program.

Elements of Western's proposed new capital planning process include:

- A clearly defined process for submitting any type of capital project request (see http://www.wvu.edu/wwuarchitect/Planning_Steps/IntroductiontoCapitalProcess.shtml).
- Enhanced visibility of the projects and their deliberation through the process.
- Timelines for development of capital project requests allow more time for development, discussion and collaboration of project priorities.
- A new E-Form has been created that allows greater definition of the capital request, its strategic benefits, operating impacts, critical dependencies, construction schedule impacts, and measurements of project success.
- Continuous assessment to ensure that the new process is consistently open, strategically driven and transparent.

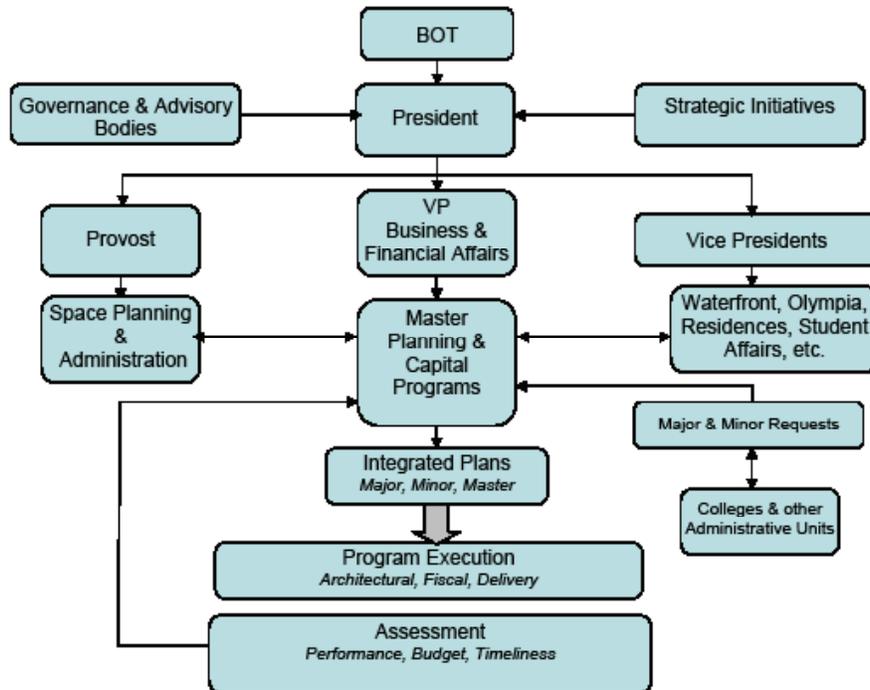
At the same time we are focusing our efforts on the 2011-13 and 10-year capital planning process, we are reminded that significant efforts are being expended to complete the 2009-11 Minor Works program. See our website for details about the progress of that program at <http://www.wvu.edu/wwuarchitect/2009-11MinorWorksProjects.shtml> .

Previous Capital Planning Process



- **Master Plan, Major Capital, Minor Capital & Strategic Initiatives are not synchronized**
- **Insufficient connections between objectives, priorities and projects**
- **Lack of accountability in terms of budget, expenditure and attainment of project objectives**
- **Confusing and ill-understood processes**
- **Reinforces "silos"**

Current Capital Planning Process



- **Assigns responsibility for Master Plan, Major Capital, Minor Capital to one area**
- **Places evaluation of major and minor capital requests at a higher level**
- **Provides checks and balances and facilitates assessment**