

# Emory Capital Improvements Planning (CIP)

Emory’s Capital Improvements Planning Process provides a consistent, enterprise-wide approach for identifying, evaluating, prioritizing major physical investments across Emory University. The process brings together academic, business units, and leadership stakeholders to align capital decisions with institutional priorities, financial capacity, execution readiness, and long-term mission value.

## What the Process Enables

- A transparent and repeatable method for evaluating capital requests.
- Alignment between institutional priorities and available resources.
- Understanding of total cost, long-term ownership obligations, and operational impacts.
- Enterprise-level coordination across stakeholders.
- A disciplined pathway from project identification to approval and execution.

## Process Overview

1. **Review prior-year activity:** Assess approved investments, progress, and lessons learned.
2. **Launch the capital call:** Collect capital needs from schools, units, and enterprise stakeholders.
3. **Define investments:** Document project scope, cost, value, readiness, and financial assumptions.
4. **Score and prioritize:** Evaluate submissions and prioritize projects that advance Emory University’s Strategic Framework, support stewardship of existing infrastructure, and demonstrate financial feasibility and return on investment.
5. **Align with capacity:** Match recommendations to funding, philanthropy, and execution capacity.
6. **Secure approvals:** Route projects through the appropriate governance pathway.
7. **Execute the plan:** Move approved projects into design and construction with cross-functional coordination.

## Governance and Project Approval

Capital projects are reviewed through a tiered approval model. Projects above \$5 million require Board of Trustees approval, while projects below \$5 million are approved through Central Finance, the Provost, and school or unit leadership. Approval discussions consider financial capacity, execution capacity, philanthropic considerations, institutional priorities, and readiness to proceed.

Capital Project Approval Matrix	
\$100 - \$250k	VPCS Approves
\$250k - \$5M	Executive Leadership Approves
\$5M+	Board of Trustees