THREE APPA INNOVATORS HONORED AS APPA *Fellows*

by Alan Dessoff

When three past APPA officers with records of exemplary leadership in facilities management were named as the first APPA Fellows at the annual Educational Facilities Leadership Forum in July in Washington, D.C., the occasion was more than a recognition of their outstanding career accomplishments. It also represented a significant professional development for the association and the advancement of educational facilities management.

While most similar awards recognize past achievements, the new APPA Fellows program goes beyond that. "It sets a different standard. It sets some goals for the improvement of the profession. That's probably the most important thing," says APPA Executive Vice President E. Lander Medlin.

Evaluation criteria for the APPA Fellow designation include ten-year membership in APPA and a four-year or higher degree from an accredited college or university, or a combination of college attendance, graduation from the APPA Institute for Facilities Management, and full-time work experience in facilities management at a supervisory or higher level.

What distinguishes the APPA Fellow recognition, however, is the combination of other requirements:

- Completion of APPA's three-track Leadership Academy.
- Completion of an approved research project under APPA's Center for Facilities Research (CFaR).
- Publication of research results in a peer-reviewed educational or facilities management journal or in APPA's *Facilities Manager* magazine.
- Presentation of research at APPA or another educational or facilities management organization's conference.
- Two letters of recommendation and endorsement from colleagues addressing the candidate's commitment to leadership in facilities management.

"APPA Fellows not only improve themselves through education and by contributing as leaders, which is shown in their references and recommendations, but they also take the time to do a research project that adds to the body of knowledge of facilities management," explains Medlin. "APPA is attempting to improve the profession over time by the contributions of its members and/or other interested parties. Improvement of the profession is the most important meaning of the APPA Fellow designation."

By requiring completion of APPA's Leadership Academy and an approved research project, the new program focuses on two critical areas of professional advancement. The Leadership Academy provides opportunities for facilities management professionals to increase their awareness of

Alan Dessoff is a freelance writer who has contributed numerous articles to* Facilities Manager. *He is based in Bethesda, Maryland and can be reached at dessoff@erols.com

issues affecting them, teaches them how to handle resulting changes, and helps them explore their own leadership potential.

CFaR, meanwhile, fills a vital need by integrating the development and delivery of research in the educational environment. Facilities management needs people who not only are qualified, skilled, and experienced, but also "are fully cognizant of the impact the physical plant operations have on education and the learning environment," explains Alan S. Bigger, APPA's vice president for professional affairs, which oversees all the association's recognition programs.

For example, he says, "if we have physical plant people who don't recognize how important it is to have good clean buildings, then they won't pay attention to that."

Accordingly, the Fellows program requires designees to write scholarly articles based on solid research "that indicates what it is that the physical plant actually contributes to higher education," explains Bigger, director of building services at the University of Notre Dame.

CFaR "will not only be a repository for facilities management knowledge but also, hopefully, will add to the body of knowledge so we can improve the profession and ultimately, improve the delivery of higher education, which is important to the economic engine of this country," adds Medlin.

The three initial APPA Fellows, while modestly shrugging off their own career achievements, hail the new program, which they played a part in developing over the course of their many years of leadership in the association.

When he was APPA President in 1995-96, "one of the goals I had was to create this kind of recognition program," says **Douglas K. Christensen**, advocate in the Office of Administrative Solutions at Brigham Young University. "APPA for a long time has been known as a facilities management group," he says. "Our goal is to build a level within APPA for those who want to go the extra mile and become change agents to help transition their organizations to the future. They do that through the skills they learn. We hope the Fellows group will become an example to the profession in how to deal with continuous improvement and change."

Douglas K. Christensen

Christensen, says Medlin, is "a real visionary." She cites a two-year plan he developed when he was APPA President-Elect and then President "that

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mapped our way, helped us cement who we are and what we are about. He could see it before anybody else could." She notes that Christensen is working now on a CFaR-sponsored research project—the Strategic Investment Model, otherwise known as the Total Cost of Ownership.

In addition to his term as President, Christensen was a member of the association's Strategic Assessment Model Task Force, an Assistant Director for CFaR, co-director/developer of the Leadership Academy, and a faculty member in the Institute for Facilities Management. He received APPA's Meritorious Service Award in 1992 and was the first winner of the Rex Dillow Award for Outstanding Article in *Facilities Manager* (1987). In addition, he coordinated BYU's successful application as the first recipient of the Award for Excellence in Facilities Management (1988).

William A. Daigneau also was an early advocate of leadership and research components in APPA. "I felt strongly that to be a true professional, you needed to advance the state of knowledge about facilities management," he says. "There has to be some recognition of the importance not only of following best practices but also of helping to create those best practices."

Daigneau is vice president for operations and facilities management at the University of Texas M.D. Anderson Cancer Center in Houston. He is a past APPA Vice President for Educational Programs, was a co-director/developer of the Leadership Academy, a faculty member in the Institute for Facilities Management, 1989 recipient of APPA's Meritorious Service Award, and a two-time (1998 and 2000) winner of the Rex Dillow Award.

William A. Daigneau

With the third initial APPA Fellow, **Jack Hug**, Daigneau researched and wrote a book—*Planning and Managing the Campus Facilities Portfolio*—that was published in 2003 as a joint project by APPA and the National Association of College and University Business Officers (NACUBO). The book outlines in much detail the process of effectively managing facilities on a campus.

"Over the years," Daigneau explains, "I came to believe that there really is only one individual on campus who can help an institution understand the role and importance of facilities in fulfilling the institution's mission, and that is the chief facilities officer. But I found that there often was an incomplete understanding of the entire process of managing the facilities, from identifying their strategic importance to the mission to developing the organization and

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structure to make sure those facilities were there and added to the mission."

The book is the first publication to spell it all out. "I think we added significantly to the profession by covering all the aspects and steps necessary to comprehensively manage facilities," Daigneau says.

Jack Hug

Hug adds, "We addressed the facility manager's need to see the bigger picture; to break out from day-to-day operational requirements and look at the total institution's facilities management as a portfolio, much as you would look at an investment portfolio, and handle it accordingly."

Hug says he focused on "the very significant relationship" between an institution's chief facilities officer and chief financial officer. "It's generally a direct reporting relationship, and my experience has been that when it works well, institutions have been able to move mountains, and when it hasn't worked well, it has been a disaster." The book documents Hug's experience through research he conducted.

Hug is retired from the University of California, San Diego, where he was assistant vice chancellor with responsibility for campus facilities and auxiliary services. A past APPA President (1989-90), he received the association's Meritorious Service Award in 1986. He was a co-developer of the Leadership Academy and also helped develop APPA's Facilities

Jack Hug, Doug Christensen, and Bill Daigneau

Management Evaluation Program (FMEP). He has been a team leader on many site visits, a long-time faculty member in the Institute for Facilities Management, and a regular author and presenter.

Medlin says that in addition to their extensive career experiences and services to APPA, the three initial APPA Fellows share something else. "They never stop giving back to the profession," she says, "Any time you call and ask anything of them, they are there and willing to help."

At the awards banquet capping the APPA Forum in July, each Fellow received a plaque, a gold lapel pin, and a ribboned medallion that was placed around their neck by the APPA President. Beginning next year, the deadline for each year's APPA Fellow applications will be January 31. The application form will be available on the APPA website.

Some words of Fellowship...

One of the requirements for the new APPA Fellows program is that candidates are recommended/endorsed by two professional colleagues who address their commitment to leadership in facilities management. These are excerpts from letters APPA received on behalf of the first APPA Fellows:

The APPA of today has Doug Christensen's fingerprints all over it. His service will hopefully continue for years to come. He has been on the cutting edge of many APPA firsts.

—Charles W. Jenkins, Emeritus Member, APPA President, 1994-95.

Bill (Daigneau) is a consummate professional who has contributed significantly to the leadership and advancement of the (association) in the past and continues to be an inspiring model for leaders of any rank throughout our business enterprise.

—Robert S. Hascall, P.E., Senior Associate Vice President, Facilities Management, Emory University.

In addition to Jack (Hug)'s unique contributions in the field of facilities management, he is a very astute professional, an inspirational leader, and a caring individual. I have always been impressed by Jack's incandescent passion in achieving excellence, strong values, sagacious insights, genuine service orientation, and alacritous commitment to assist colleagues.

—Mohammad H. Qayoumi, Ph.D., P.E., Vice President for Administration and Finance and Chief Financial Officer, California State University, Northridge.