

# Facilities Manager

**PRESIDENT:** Edward D. Rice,  
Kansas State University

**EXECUTIVE VICE PRESIDENT:**  
E. Lander Medlin, Alexandria, Virginia

**EDITOR:** Steve Glazner

**ASSISTANT EDITOR:** Betsy Colgan

**SUBSCRIPTIONS:** Cotrenia Aytch

**CREATIVE DIRECTION:**

Creative Media Group

**PRINTING:** Corporate Press, Inc.

**EDITORIAL OFFICE:**

703-684-1446 ext. 236

**FAX:** 703-549-2772

**E-MAIL:** [steve@appa.org](mailto:steve@appa.org)

[betsy@appa.org](mailto:betsy@appa.org)

[cotrenia@appa.org](mailto:cotrenia@appa.org)

**WEB:** [www.appa.org](http://www.appa.org)

**ADVERTISING:**

Gerry Van Treeck

Achieve Communications

3221 Prestwick Lane

Northbrook, Illinois 60062

Phone: 847-562-8633

Fax: 847-562-8634

E-mail: [gvtgvt@earthlink.net](mailto:gvtgvt@earthlink.net)

**Facilities Manager** (ISSN 0882-7249) is published six times a year (January, March, May, July, September, and November). Editorial contributions are welcome and should be sent to the address below.

Of APPA's annual membership dues, \$53 pays for the subscription to **Facilities Manager**. Additional annual subscriptions cost \$66 for APPA members, \$120 for non-members. For information on rates and deadlines for display advertising, telephone 847-562-8633 or 703-684-1446 ext. 238.

Copyright ©2004 by APPA: The Association of Higher Education Facilities Officers.

Contents may not be reprinted or reproduced in any form without written permission. The opinions expressed are those of the authors and do not necessarily reflect the views of APPA. Editorial mention of companies or products is for informational purposes only and should not be construed as an endorsement, actual or implied, by the Association.

POSTMASTER: Send address changes to Facilities Manager, 1643 Prince Street, Alexandria, VA 22314-2818.

**Published by APPA:**  
**The Association of Higher**  
**Education Facilities Officers**  
**1643 Prince Street**  
**Alexandria, VA 22314-2818**

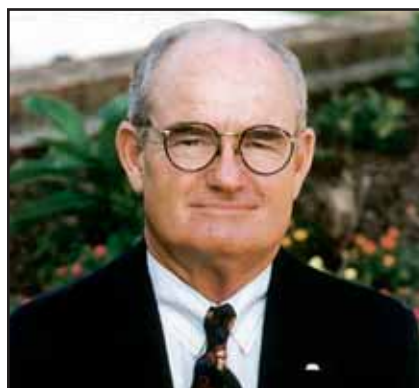
**Global Partner in Learning**

## From the Editor

by Steve Glazner

APPA lost a beloved colleague, friend, and leader when Charlie Jenkins passed away on November 14, 2004. He served as APPA's President in 1994-95 and truly opened the door for major positive changes that resulted in positioning APPA as a leading education association.

Charlie was recognized throughout his career for his service as President of APPA, the Central region, and of



Texas APPA. Under his leadership, Saint Mary's University in San Antonio, Texas received the 1993 Award for Excellence in Facilities Management. Personally, he received APPA's Meritorious Service Award in 1992 and the President's Award in 1991, as well as similar awards from CAPP.

Charlie was an educator for APPA—teaching the Individual Effectiveness Skills track at the Leadership Academy as a FranklinCovey certified trainer, serving as dean of general administration for the Institute for Facilities Management, and making many presentations on leadership at APPA and regional conferences.

Charlie was also an excellent writer and editor—he was field editor and contributor for APPA's publication, *Perspectives on Leadership in Facilities Management*, he wrote numerous arti-

cles for *Facilities Manager*, and he could always catch the errant typo or questionable word choice in the best of publications.

But most significantly, Charlie was a leader and a mentor. I interviewed Charlie for the magazine in 1994 when he became APPA's President, and he offered three attributes of an excellent leader: a leader must have a vision for the future, a leader must be flexible, and a leader does not quit.

The following are several quotes from that interview of more than ten years ago. If you did not know Charlie Jenkins, you will miss him as much as those of us who had the honor.

“Leadership and management are different. Higher education is overpopulated with managers and dreadfully short of leaders.”

“Too many of us have fallen into the trap of being mostly concerned about buildings, systems, infrastructure—inanimate things—and forgotten that it's people who are our customers and the ultimate stakeholders in our success.”

“I don't have very much patience with those who say they can't do something because they're 'just a small college.' You're only as small as you think you are. I don't accept that as an excuse for not trying new ideas, not getting better, and not doing good work.”

“Be bold, be imaginative, and don't be satisfied with the status quo. Admit that we can always improve and, in fact, *must* improve, for if we don't improve the rest of the world is going to pass us by.”

