

APPA Annual Report 2005

President's Report

by Edward D. Rice

It has been an honor to be president of APPA this year and serve as your representative at several functions. During my term as president, I have focused on grassroots member-ship efforts, including the importance of chapters. We are only as strong as the support given by the membership and because of this support, APPA is a very strong association.



It was heartening and exciting when APPA published *Building Blocks for APPA Membership Growth*, our grassroots web-based e-manual for recruiting and retaining membership as well as a recruitment kit. Recently, Randel Edwards, director of member services, provided a report on membership this year. The report does not include emeritus, honorary, retired, student, or regional-only members, and breaks down as follows.

Institutions—1314

Institutional Associates—2795

Affiliate—196

Affiliate Associates—108

Business Partners—308

Business Partner Associates—192

Total 4913

These figures are comparable to last year in many ways. The business partner category continues to be strong. Affiliate numbers are about the same. The number of institutions is a little lower but only by about 2 percent. Our total number of members is approximately 1 percent higher than at this time last year. Member Services attributes this gain to the APPA leadership and their individual efforts related to retention and recruitment, which is instrumental to the health and strength

of our organization. The grassroots e-manual and recruitment kit also played an important part in retaining and recruiting members and will continue to do so.

Two new strategic alliances were signed this past year with ISSA (International Sanitary Supply Association) and ASHE (American Society for Healthcare Engineering) and have already proven fruitful. Submittals for both institutional and individual awards were strong this year and as Alan Bigger, vice president for professional affairs stated, "Making the competition for recognition positively fierce." The Facilities Core Data Survey had over 200 institutions return the survey. A new CFaR (Center for Facilities Research) survey was conducted and focused on the impact of facilities on student recruitment and retention; I am eagerly awaiting the data this will provide. In addition, there are currently eight other active CFaR projects in progress.

Attendance at the Institute for Facilities Management in January 2005 increased from the previous few years. APPA also offered Track I of the Leadership Academy and the Supervisor's Toolkit training program simultaneously with the Institute, which will be planned as a regular feature at future Institutes. CEUs will be offered for several sessions at the Educational Facilities Leadership Forum this year in Orlando fulfilling one of my goals. The Leadership Academy underwent an extensive review and is now offering four program tracks.

In March, Janet and I traveled to the AUDE Conference at the University of Surrey in Guildford, Surrey, England. Derry Caleb, director of estates at the University of Surrey, hosted the conference and did a splendid job of it. It was a wonderful experience to visit with

our colleagues in the United Kingdom. And now, as the year winds down, I am looking forward to our upcoming Forum in Orlando. Our children and grandchildren will be with us and are excited to be going to Walt Disney World. I hope other APPA members take advantage of this beautiful location to enjoy some vacation time either before or after the Forum. See you in Orlando.

Immediate Past President's Report

Brooks H. Baker III

As I write this, it has become a difficult reality that my time on the Board of Directors of the greatest organization in the country is drawing to a close. I chose to write this last article for *Facilities Manager* magazine while taking a break at a Starbucks restaurant near our campus. I am sure you are already asking yourself what does this have to do with anything regarding facilities, but in some ways it is very relevant.

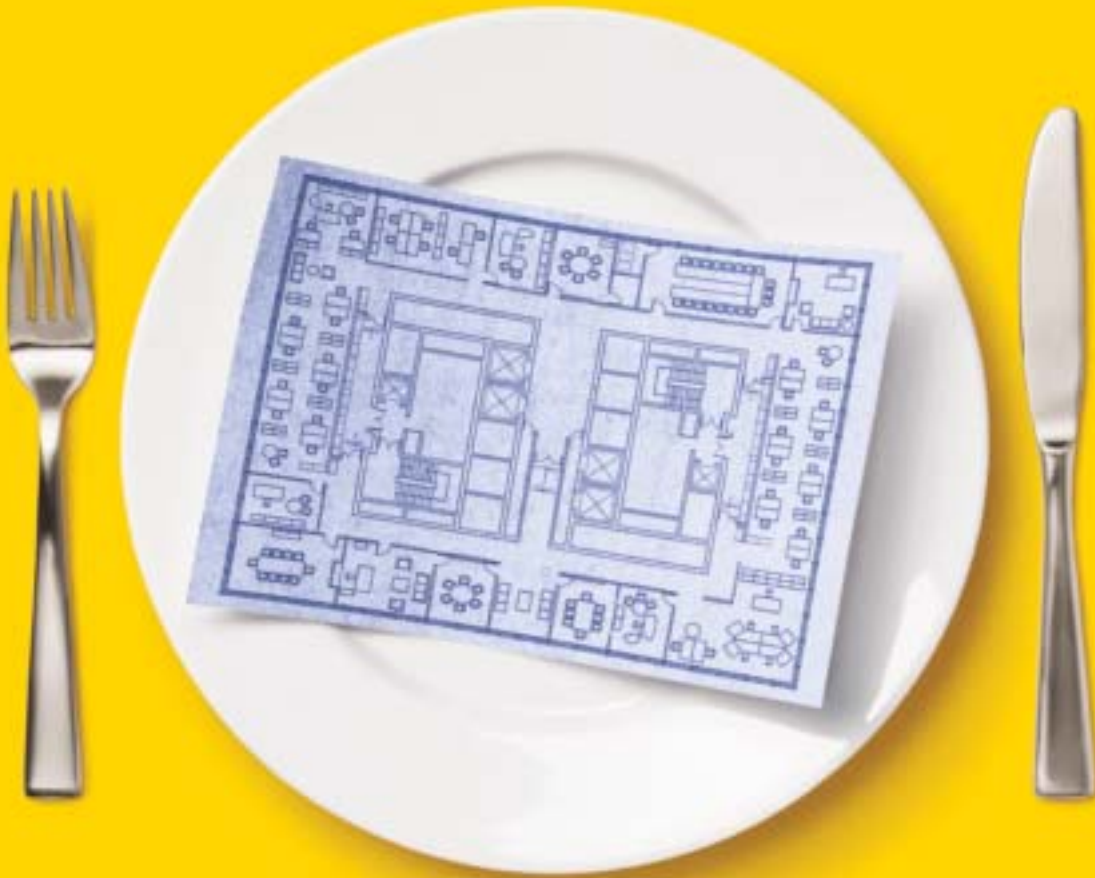
First of all, I just paid \$4.00 for a cup of coffee, specifically a wonderful breve latte. Every time I do that, I ask myself how can they charge \$4.00 for a cup of coffee and get me to buy it? I'll answer that question shortly, but I also wanted to mention a strange anomaly that is going on at the market down the road. My youngest daughter Amy goes to this market to buy food for her family (including my three wonderful grandchildren) and shops for food labeled either "all natural" or "organic." As you might have



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guessed, she pays an exorbitant price since labeling food as organic or all natural drives the price up significantly. Many of you have heard me talk about or have read in my articles about a cattle farm where I raise Angus cattle for beef. I market my cattle as "all natural" Angus beef and request a price about 50 percent higher than much of the competition for packaged beef.

Now, what do these three examples have in common? Starbucks has learned how to market a product at a price significantly beyond what any of us were willing to pay a few years ago; my daughter pays a significantly higher price for her groceries; and, fortunately, my beef customers pay more for their products than any of us would have imagined some time back. All of this is done because the perceived value of

what the customer is getting is worth paying the price being asked. We need to continually ask ourselves in our profession and in our institutions if we are perceived as a "value added" organization or are we perceived as a low-cost alternative to something worse. There is a reason why each of us is in a position of responsibility at our institutions and we need to examine each day as we arrive at work the reasons they may want us to continue in our jobs, or why they may want to continue to have our organizations provide services the next day.

Complacency is a disease that seems to lie dormant in all of us, and we must continuously fight the temptation to let that complacency become dominant in our attitudes and actions each day. The very best resource available through which our facilities managers can combat complacency is APPA. Did

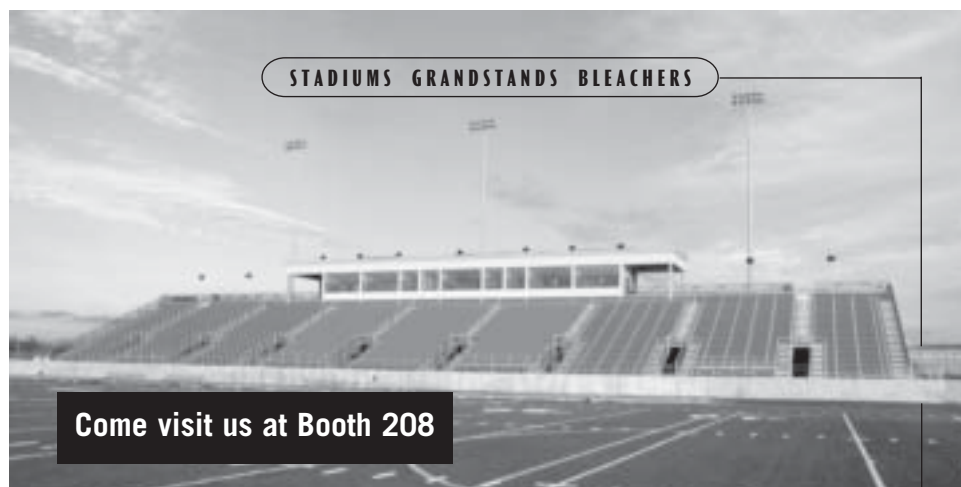
you know that the tools available through APPA (the association of choice for educational facilities managers) include new technologies and management ideas that can invigorate even the most seasoned and possibly stale individuals? The desired outcomes of collaboration, competency, and credibility drive APPA to provide resources to keep us motivated and technically sharp. Be sure that you don't add a forth "C" to this group called complacency. The problem with complacency is that it comes on us slowly and deliberately; we may not even recognize it until it is too late.

Utilize the resources of APPA such as the Educational Facilities Leadership Forum, the Institute for Facilities Management, and the Leadership Academy to reinvigorate yourself individually so that you can go back and revitalize your whole department or your whole facilities organization. Utilize the numerous publications such as *Facilities Manager* magazine and the almost endless printed resources that are available through APPA. Introduce your staff to the Supervisor's Toolkit, and the other extremely exciting opportunities that are being offered by APPA.

Finally, I can't leave you without another comment about code advocacy and code awareness. Several members of APPA are actively participating in NFPA, ASME, ASHRAE, and other national code setting entities. Our university has individuals who are locally active in combating legislation that will increase our costs through what I like to call "vendor-friendly laws." Be sure to read the Code Talkers column in each issue of *Facilities Manager* and look for special programs on code advocacy at the Forum and other APPA educational offerings.

Thank you so much for the opportunity to be of service for the last few years. I had intended to retire from my

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job at the University of Alabama at Birmingham when my APPA tenure was up, but I have become so invigorated and non-complacent as a result of my activities with APPA that I have informed my boss that I plan to stay around for several more years. I specifically told my staff that I was going to stay until we were able to complete our new campus green and bell tower projects, which are just now being designed and are yet to be funded. My staff immediately went out and started trying to raise the money to build the tower themselves. If they can't raise the money, some promise they will lay the bricks personally to get the project completed soon.

God Bless Y'all.

President-Elect's Report

Jack K. Colby

Strategic Alliances

TEFMA

The new relationship with Tertiary Education Facilities Management Association (TEFMA) as a strategic partner provided a wonderful opportunity to visit seven campuses

in New Zealand and Australia to see old acquaintances and to meet APPA members in the area.

TEFMA President Joe Hollander was an excellent host and provided helpful advice with our travel plans. At the meeting in Hobart, Tasmania in September 2004, I had the opportunity to address the TEFMA Board regarding opportunities for strengthening relationships under the new alliance. I also spoke with Alan Egan, incoming TEFMA President, regarding alliance activities for the coming year. It was an honor to be



invited to make a presentation to the conference titled "Taking the Devil out of Generational Differences," which was well received. I also participated on a panel that explored options for the development of a new university and identified the many challenges that institutions will face in the future.

It was a great pleasure to talk with Bill Humble and Maurie Pausey, charter members of the organizing group that later became AAPPA. Visiting New Zealand and Australia was a unique opportunity to view educational facilities from an international perspective and to enjoy the hospitality of our Australasian APPA and TEFMA members.

ACUHO-I

Under the existing strategic alliance with ACUHO-I (Association of College and University Housing Officers-International), APPA cosponsors the workshop for housing facilities professionals. I was very pleased to be invited to deliver the keynote address on "Building Partnerships" for this year's workshop in Tampa. At the meeting, I met with ACUHO-I Executive Director Sallie Traxler to open discussions on renewing the strategic alliance between our organizations.

2006 Joint Meeting

As a member of the planning committee for 2006, I met with APPA, NACUBO, and SCUP volunteers and staff in Baltimore to complete planning and formats for the 2006 Joint Meeting in Honolulu in July 2006. The group developed opportunities for marketing and communications for this important meeting.

Committee Charges

At the December 2004 meeting of APPA committees, I requested that the committees explore activities in the following areas: 1) Evaluate professional certification opportunities for

APPA members; 2) Investigate generational differences and the issues that they pose for APPA's role as the "Association of Choice"; 3) Evaluate and renew strategic alliances with other organizations; and 4) Establish close ties with TEFMA through activities identified in the new strategic alliance.

GAPPA Meeting

This past May, I was fortunate to finally be able to attend the annual GAPPA meeting in Jekyll Island, Georgia. President Bob Hascall, Past President Lee Richey, and Vice Presidents David Smith and Harvey Shumpert were wonderful hosts. It was an honor to speak at the closing session about APPA's services to its members and the expanding relationships that APPA has with chapters like GAPPA.

CHEMA Meeting

In June, I attended the annual meeting of the Council of Higher Education Management Association in Minneapolis to order to network with other volunteer leaders and to obtain training on the best practices for association management. APPA's joint meeting with NACUBO and SCUP was showcased as an outcome of good relationships with our fellow associations.

ASHE Annual Meeting

In 2004, APPA entered into a strategic alliance with the American Society for Healthcare Engineering (ASHE). In support of the alliance, I presented a session on generational differences at their annual meeting in Anaheim. It was an excellent meeting and a great opportunity to establish stronger relationships with our alliance partners.

It has been a pleasure to represent APPA at many meetings this year. I look forward to moving ahead with the issues that I feel are important to APPA and for the opportunity to lead the Association.

Secretary-Treasurer's Report

Robert J. Carter

Over the last year we have achieved several key financial and membership goals. In the financial area we have paid off the mortgage on the APPA headquarters building and now can redirect the mortgage interest savings into services. In addition, we have exceeded our targeted surplus from operations despite a continuing chill in the financial situation for higher education.

In the membership area, through the efforts of the Membership Committee and the Member Services staff, we have developed several key tools, including a formal recruitment kit and a grassroots e-manual titled *Building Blocks for APPA Membership Growth*. Another publication, *Guidelines on Achieving Diversity*, was completed and sent to all APPA chapters to help support their efforts in achieving diversity.



Financial

In the fiscal year ending March 31, 2005, there continued to be financial challenges for the Board and for the APPA staff. I am happy to report that through the herculean efforts of both the staff and Board, we ended the fiscal year with a surplus of \$105,067 which includes an unrealized gain (\$26,451) from equity investments. Of this, \$50,000 was contributed to the Board established operating reserves. The remainder will stay in current assets. Our reserves now stand at \$898,000 or 75 percent of the \$1,200,000 goal which represents 25 percent of the operating budget and 10 percent of the estimated replacement value of our physical assets and equipment. The graph on

page 12 shows the six-year history of revenues and expenses for APPA.

There is also good news with respect to APPA's equity investments which ended the year with a positive overall return owing to the continuing recovery of the equity markets. The investment objective for this portion of the reserve is long-term capital appreciation and fluctuations in the magnitude of returns will occur from year to year.

There are several factors that have affected our financial performance. APPA continues to maintain stable membership numbers and dues revenue. Educational programs (Institute for Facilities Management, Leadership Academy, and Educational Facilities Leadership Forum), publication sales, Job Express, and Facilities Management Evaluation Program (FMPE) are well received by members and remain strong. Supervisor's Toolkit:

Nuts and Bolts of Facilities Supervision has added a new dimension to strengthen the facilities management professionals. APPA's return on its investment in the development of this program will be rewarded professionally and financially. On the expense side, the major concern with respect to last year's performance and going forward through the year is the substantial increase in food, beverage, and other hotel expenses for APPA's educational programs. Our experience is that the escalation in the cost of these services has been far greater than the inflation rate in the economy in general. This affects the financial performance of our educational programs such as the Institute, the Academy, and the Forum. The revenues for the year by category are shown on graph 2 on page 12. Graph 3 indicates how APPA expends funds to achieve our mission

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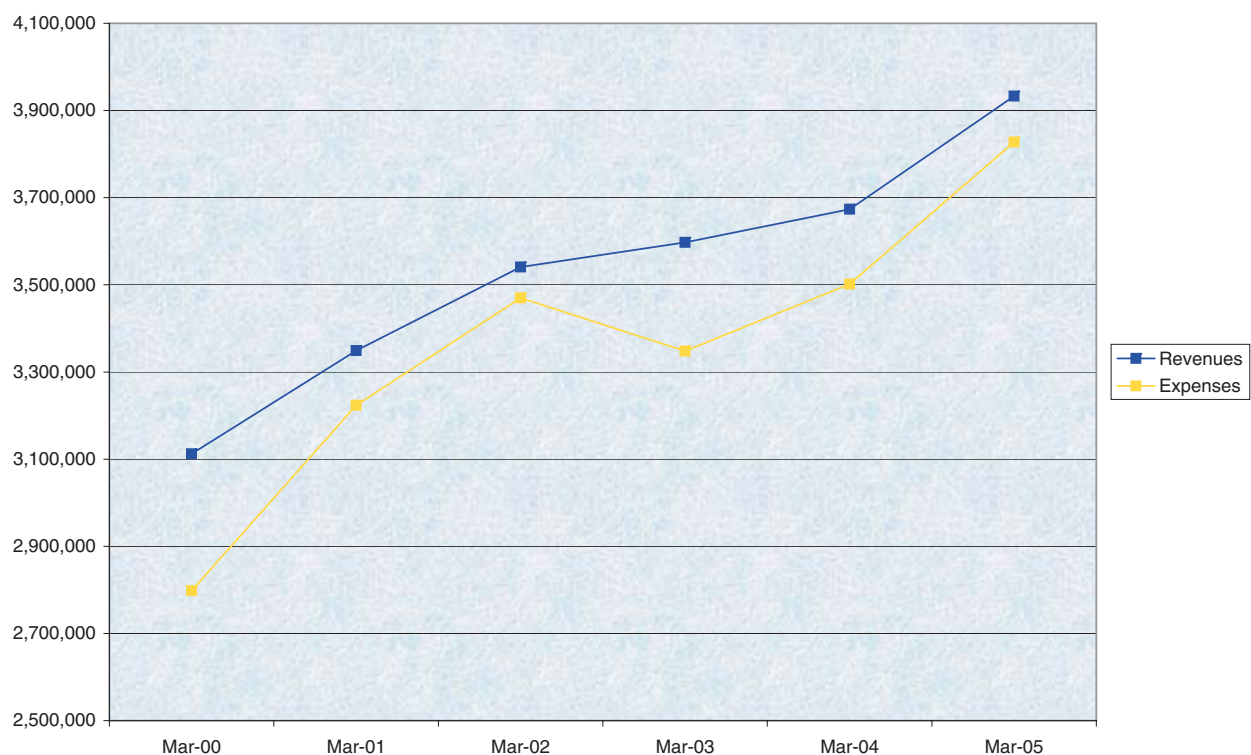


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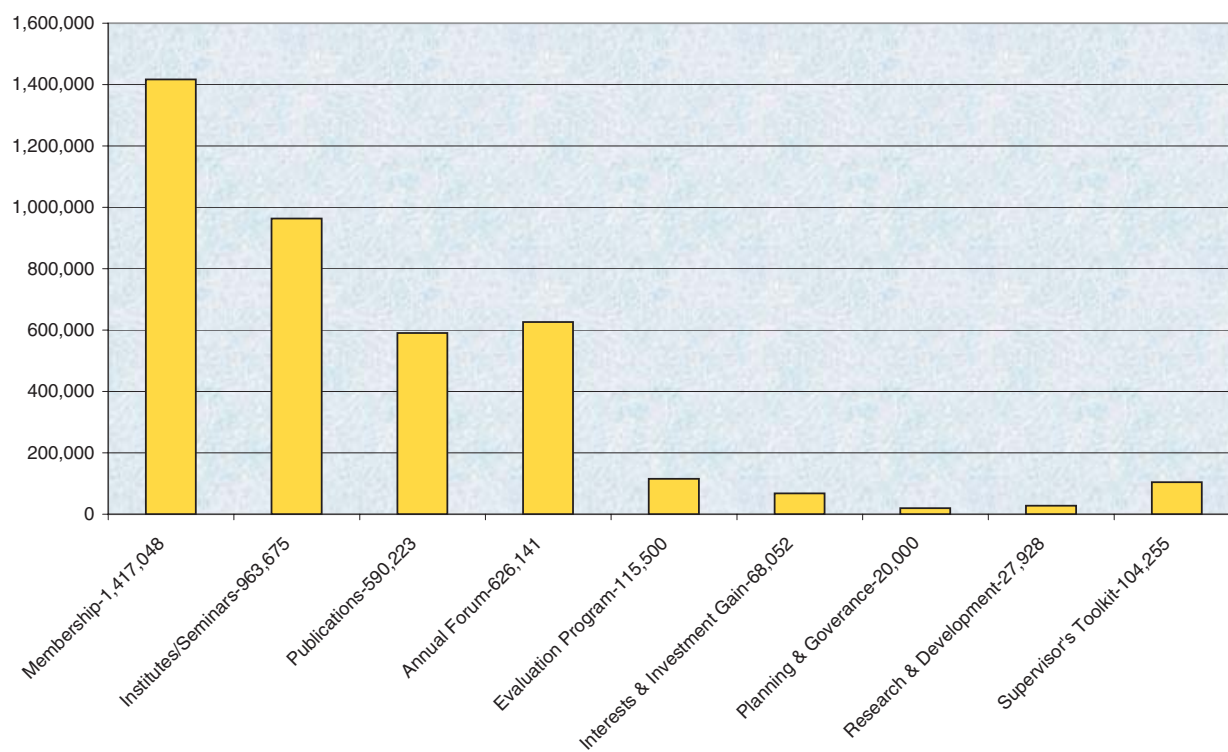
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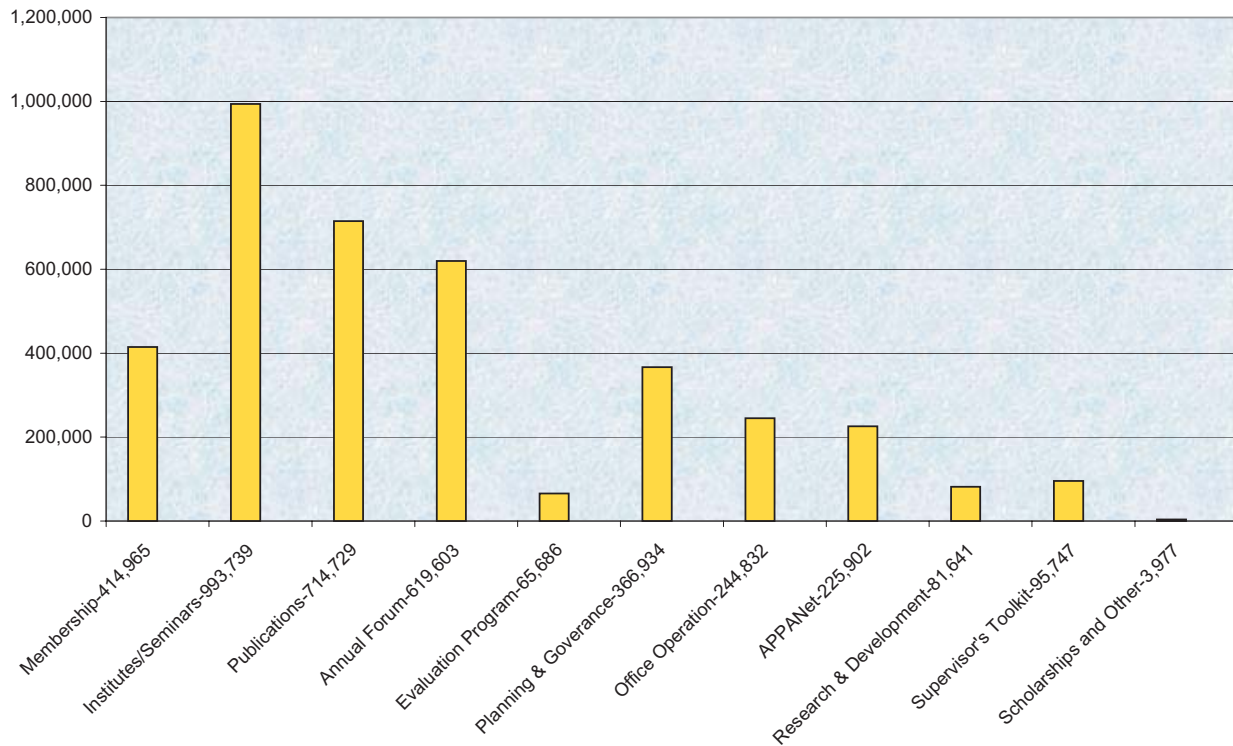
Graph 1. APPA's History of Revenues and Expenses



Graph 2. 2004-05 Sources of Funds (Revenues)—\$3,932,822



Graph 3. 2004-05 Uses of Funds (Expenses)—\$3,827,755



of supporting educational excellence with quality leadership and professional management through education, research, and recognition. In fulfilling this mission, APPA uses the majority of its revenues to fund education, member services, and publications.

I want to stress to the APPA membership that an excellent job was again done this year by the APPA staff in controlling expenses and managing the entire budget. On behalf of the membership, I would like to offer my sincere appreciation.

Membership Committee

Some of the notable committee activities over the past year include the following:

Community Colleges

During the 2004-05 membership year, nine new community colleges joined APPA. We have one new community college member so far during

the 2005-06 membership year that began April 1, 2004.

Top 30 Campaign

Initial contact has been made with all 30 schools. Prospective packets have been sent and there will be follow up contact with the schools.

Building Blocks for APPA Growth

The APPA Membership Committee, APPA Member Services department, and the APPA Membership marketing team helped develop a grassroots e-manual focusing on membership recruitment and development issues, as well as on chapter development (organizational structure, meetings, advocacy, planning, governance, etc.). It can be accessed via the APPA website at <http://appa.files.associationdirector.com/BldBlock/BUILDBLX.pdf>.

A membership recruitment kit was also developed and is available to help members recruit other members.

Regions and local and state chapters should take advantage of these tools and resources.

Looking forward

The next few years will be pivotal for APPA. Our strength as an association starts with having a solid institutional membership base. We must now develop programs to encourage the regions, chapters, and individuals within them to embrace the grassroots concept for recruitment, retention, and diversity using the tools that have been mentioned above.

As well, it is vitally important that APPA review its services and governance structure to ensure that we will continue to meet the needs and expectations of a rapidly changing membership demographic. To that end, the Membership Committee will play a key role in researching, evaluating, and recommending how our services should evolve to ensure that we

continue to meet the needs of our members into the foreseeable future.

The Board of Directors' meeting minutes provide further information on APPA activities during the past fiscal year and can be found at www.appa.org/leadership/board/minutesmain.cfm.

Vice President for Educational Programs

Sam L. Polk Sr.

It is somewhat hard to believe that this July will mark the first year of my term as vice president.

APPA's goal to provide unmatched educational offerings remains a high priority on my platform. What a challenging and rewarding year of great programming accomplishments. Much of the credit goes to the hard work of the Education



Committee members who have demonstrated great drive and commitment that is needed to produce and monitor the quality of programming that APPA provides to its members. I feel honored and blessed to work with a great committee: Anita Bailey, ERAPPA; David Gray, SRAPPA; Ralph Zia, MAPPA; Pat Apel, CAPPA; Polly Pinney, RMA; Mark Hunter, PCAPPA; Jay Klingel, Institute Chair; Doug Christensen, Leadership Academy Chair; Suzanne Healy, director of meetings, conventions, and education, and Xenia Murphy, meetings assistant.

2005 Educational Facilities Leadership Forum

As this report is submitted, we are still nearly three months out from the Forum, which will be held August 4-6 in Orlando. The Education Committee

has worked very hard to re-position the program offerings so that we truly meet the needs of the members. We are holding our breath as we see your reactions to a meeting unlike any we have offered to date. Programming selections that will put the knowledge that APPA members need today right in their hands. Let's not forget our Strategic Business Partners and other Business Partners who continue to support APPA activities with their generous sponsorships. Thanks to all our exhibitors who make the Hall of Resources a place to learn about products and services for facilities professionals.

2006 Joint APPA, NACUBO, SCUP Meeting

This meeting continues to move forward; APPA staff that is involved in this massive project forges ahead with much work and much success. I am grateful for the work of APPA's representatives on the Program Advisory Committee: Gary Reynolds, Rod Rose, Maggie Kinnaman, and Jack Colby, as well as individuals who have just completed their first rounds as program reviewers. The first call for papers for the 2006 meeting has just been completed, with many outstanding presentations submitted. We encourage you to participate in the next round for calls, which will start in August. There will be several areas at the Orlando Forum where you will be able to obtain information on the 2006 meeting in Honolulu.

I am truly amazed with the tremendous work that has gone into the 2006 meeting from its earliest stages. The potential importance of the collaboration between these three associations goes beyond what any of us thought it might. Let me tell you that to miss this meeting will be a terrible injustice to you and your university.

Institute for Facilities Management

As APPA's premier educational offering, the Institute continues to provide a solid professional development tool to the membership. This September's session will take place in Norfolk, Virginia, and will offer a session of Supervisor's Toolkit: Nuts and Bolts of Facilities Supervision. Additionally, in an effort to continue to cross market with our other educational programs, Track I of the Leadership Academy will also be offered.

A special thanks to Jay Klingel, Mary Vosevich, Cheryl Gomez, and Don Guckert as they continue to assist us on providing the material that provides the APPA membership with the professional development tools they need. Additionally, they are responsible for the continued high caliber of the Institute faculty. For this I am personally grateful.

Supervisor's Toolkit: Nuts and Bolts of Supervision

Once again, the Supervisor's Toolkit training program will be offered alongside the Institute program this September in Norfolk. We continue to receive outstanding feedback from this program.

Many thanks to those regions who have truly taken this program and ran with it. As I am updated by the staff, I am so pleased to hear of the many schools and regions taking advantage of this outstanding program.

I would also like to thank the group of dedicated individuals who never cease to amaze me on how they are constantly checking and re-checking the material of the program to make sure it is all it needs to be. To Wally Glasscock, Nancy Yeroshevsky, Carol Trexler, and Michelle Estep, thank you for bringing a much needed offering to our front-line supervisors within APPA.

Leadership Academy

This past June marked the first offering of the newly designed Leadership Academy. Many of you know that in October 2004 the advisory group responsible for the delivery of the Academy came together to evaluate the current program and see how it may better align with the needs of our membership. What has come to be is a program that will truly answer the needs of all individuals at the many stages of leadership. The newly designed program will offer content area in individual effectiveness skills, interpersonal effectiveness skill, managerial effectiveness skills, and organizational effectiveness skills.

I would like to once again thank the members of the group: Doug Christensen, Bill Daigneau, Ann Jenkins, James Cole, David Judge, Gary Reynolds, and the late Charlie Jenkins. It is with a heavy heart that we deliver this year's Academy without Charlie, but I know he will be pulling for great success to us all.

As I begin the start of the second year of my term, I look forward to being part of the many successes within APPA's educational programming family. We hope that with your help we will continue to answer the needs of the facilities professionals around the world.

Vice President for Information and Research

Michael J. Sofield

It has been another busy year for the Information and Research Committee. From the Forum of 2004 through the end of December, the committee worked off line and collectively via twice



monthly conference calls to finish the development and testing of the new Facilities Core Data Survey. When the survey instrument launched in January 2005, we found that our work was far from over. Committee members fielded questions and comments from the members in their regions and assisted Laura Long (LTL Collaborative, APPA's

survey consultant) and the computer programmers to patch, debug, and otherwise smooth out the process for the more than 200 member institutions who responded to the call. Work has continued in small groups to prepare for a presentation scheduled for the 2005 Educational Facilities Leadership

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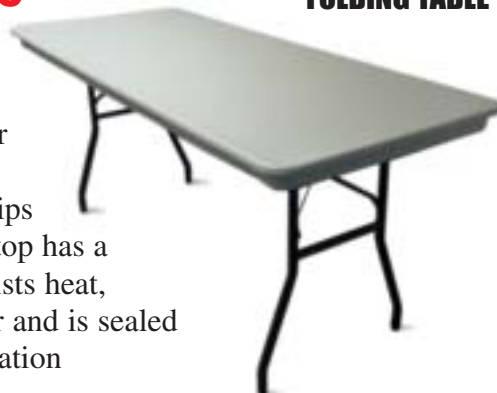
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Forum in Orlando. Another group is busy working with Steve Glazner and Laura Long on the 1st edition of *Facilities Performance Indicators* in both print and CD versions. The CD will be searchable and promises to be a must-have report for all institutions. Finally, the continuous process improvement process is underway under the watchful eye of Past President and At-Large Member of the I&R Committee, Maggie Kinnaman. This group is mining the data and responses from the survey's customer service module. The results of this work will allow APPA to improve the survey instrument, add and delete questions as needed, and continue to make this a relevant part of your business plans. Watch for this annual survey to open late this fall. If you participated in the current survey, your data will pre-populate the screens and you need only update those areas that changed during the year. What a benefit to not have to start from scratch each year!

Publications

APPA continues to pursue an aggressive publications agenda. *Facilities Manager* magazine, published six times per year, remains a leader in our industry and has attracted a vibrant advertising base along with a wide variety of feature articles. This year 18 articles were eligible for the Rex Dillow Award for Outstanding Article; one will be awarded this honor at the Awards Breakfast during the Forum in Orlando. In addition, thirty-six authors contributed an article to the magazine for the first time.

The magazine has been supplemented with a twice-monthly electronic newsletter. *Inside APPA* contains breaking news and information to keep the membership current on changes in our profession as well as providing a regular channel for news and other information. As we

approach the Forum, APPA staff will keep us up-to-date on plans and schedules via *Inside the Forum*, an additional e-newsletter.

Publications released during the past year include:

- *Creating a Service Culture: Making the Customer Connection*

Publications currently in development for future release include:

- *Facilities Performance Indicators (CD and book)*
- *Facilities Reinvestment*

Along with these two publications, plans are underway for a monograph on planning, design, and construction, a book on leadership in facilities management, space planning, and shared services.

The I&R Committee has held preliminary discussions on the next major publications initiative, updating *Facilities Management: A Manual for Plant Administration*. Our first step will be to identify potential editors for each volume as well as identifying four editorial review panels from within the committee. A schedule will be established with the goal of completing one volume per year as well as a long-term plan to keep the manual current well into the future.

Website and Technology

During the past year APPA appointed Maxine Mauldin to Information Services Manager. She has been busy working behind the scenes to install new association management software systems that will enhance future website development and promote e-commerce initiatives sought by our members. Maxine's background in member services makes her uniquely qualified to lead this effort. Each APPA member has been provided with a unique member number and a change-

able password. This will allow everyone to register online for APPA program offerings, purchase publications, and ultimately, to customize your view of APPA's website. Last, but not least, a print page option is now available on the website. Thank you Vickie Younger, for promoting this need as you passed the baton last summer!

Center for Facilities Research (CFaR)

CFaR has made great strides in the past year and is beginning to produce outstanding studies and reference material for your use. Four members will be recognized at the Forum for completing and publishing their research work. This year we will also see the fruit of our new student chapter research program. Students from Brigham Young University will present their research on recruitment and retention of facilities professionals to the CFaR Advisory Committee as well as at the Facilities Lab in Orlando. We should all be extremely proud of the next generation of facilities professionals and their interest in making APPA their association of choice!

CFaR is also proud to announce the appointment of Scott Turley (CAPPa and the University of Arkansas) as the new CFaR Assistant Director for Energy and Utilities. The CFaR Advisory Committee has also welcomed Jeff Campbell (BYU Student Chapter Advisor) as its newest member. Congratulations to both Scott and Jeff!

Several major research projects are moving close to completion and one would not have survived without your help. Many thanks to the many members who willingly went to bat and helped promote the student survey on their campuses. Over 16,000 students from 46 institutions responded to the online survey. Results from this survey will provide meaningful answers to questions surrounding the recruitment

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and retention of students to their particular college or university. Look for the full results to be announced later this year.

Final Notes

A year ago I was the newly elected Vice President for Information and Research and found a vibrant, hard-

working committee that was focused on getting the new Core Data Survey out and into the member's hands. Congratulations and thanks to this hard-working group. They did it and then did some more! Please take a moment when you see them and add your thanks to mine, for they exemplify the best of APPA. With my sincere thanks

and gratitude to: Jerry Hill, ERAPPA; Randolph Hare, SRAPPA; Fred Plant, MAPPA; Scott Turley, CAPPA; Harvey Chace, RMA; Debbie Aguilar, PCAPPA; Maggie Kinnaman, At-Large; Betsy Colgan, director of communications; and Steve Glazner, director of knowledge management and staff liaison to the Information and Research Committee.

Vice President for Professional Affairs

Alan S. Bigger

First of all, thank you to the APPA membership for affording me the opportunity to be of service to APPA and the profession during the past year and for the honor to serve APPA

for two more years. There is much to learn about APPA and it seems that the year has just flown by and another annual report is due. APPA would be nothing without its members nor would it be able to accomplish its missions without the dedication and professionalism of the team in the APPA office. Thank you, members of APPA and the APPA office for your support during the past year. We also owe a debt of gratitude to the Professional Affairs Committee (PAC) members Joseph P. Rubertone, ERAPPA; Jodie Sweat, SRAPPA; Greg Fichter, MAPPA; Bob Hutton, CAPPA; Dave Button, RMA; Dan Johnson, PCAPPA; and David Cain, At-Large, and to the Awards and Recognition Committee (A&R) members Dennis Bohlayer, ERAPPA; Ron Brooks, SRAPPA; Gary Shumaker, MAPPA; David Gronquist, CAPPA; George Stumpf, RMA; and Tony Ichsan, PCAPPA, for their willingness to serve



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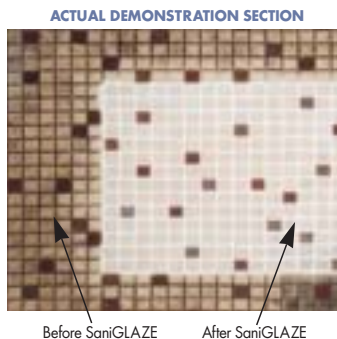
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Goals for Professional Affairs

- Research and develop strategic partnerships (PAC)
- Continue to educate members in the field of code advocacy (PAC)
- Increase participation and diversity in the awards process (PAC and A&R)
- Enhance the effectiveness of on-line submissions for all award programs (PAC and A&R)
- Review award nominations and make recommendations for awards (PAC and A&R)
- Participate in a comprehensive review of the credentialing process
- Concentrate on "what's in it for me" in APPA and tailor awards to meet the needs of the membership
- Increase awareness of generational differences in the awards process

Progress toward these Goals

Develop Strategic Partnerships

During the year, APPA and PAC have concentrated on fleshing out partnerships with the American Society for Healthcare Engineering (ASHE) and the International Sanitary Supply Association (ISSA). The APPA Board continually reviews the strategic partnerships for relevance and applicability to the membership in the ever changing facilities profession. The partnerships with ASHE and ISSA are translating into real benefits for APPA members. ASHE members made presentations at the 2004 Forum in Washington, D.C., and will do so again this year in Orlando. Along with sponsoring a speaker in Orlando, ISSA also hosted Supervisor's Toolkit: Nuts and Bolts of Facilities Supervision at their international trade show in New Orleans last November, and will host

the program again in Las Vegas in October 2005. APPA also provided leadership training to the ASHE membership at their conference in July 2004, and will do so again this year. ISSA and APPA have been evaluating the possibilities of a research project that would address the impact of custodial operations on the educational process and have also been exploring the exchange of publications in their bookstores and access to online ordering.

Another strategic partnership that flourished during the year was with the EPA's College and University Sector Initiatives Coordinating Committee with three work groups (regulatory, environmental management systems, and performance measures) in an attempt to modify the hazardous materials regulatory compliance language.

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Code Advocacy

Thanks to the direction and mentoring of Brooks Baker, past president of APPA, code advocacy is now becoming an integrated component of many APPA programs. Each edition of *Facilities Manager* has an article that addresses some aspect of codes in a column titled "Code Talkers," and code advocacy sessions are now part of the educational programs offered at the Forum.

Increase Participation in the Award Process

APPA awards offer individual members and member institutions a variety of ways in which to be recognized by their peers. A tangible element of APPA's programs, the awards address specifically the real benefits of membership in APPA. However, the awards need to be generated by the membership and in a timely manner. The dead-

line for submission for the 2006 awards is January 31, 2006.

The awards process addresses individual awards as well as institutional awards. The quality, quantity, and diversity of applications increased this year and the competition was quite fierce. The members of PAC and ARC had their jobs cut out for them as they met to determine the persons and institutions that would be recognized this year. PAC was faced with the daunting challenge of evaluating 26 submissions for the Effective and Innovative Practices Award and two submissions for the Award for Excellence. ARC reviewed the nominations for Pacesetter Award (11 submissions), Meritorious Service Award (seven submissions), and APPA Fellow (two submissions). All awards will be presented during the Forum in Orlando.

Online Submission

The vast majority of awards for 2005 were received online and we encourage you to submit them online for 2006. Make sure to follow the directions carefully; if you have questions, please call the APPA office for assistance. Also, your regional representative on the PAC and A&R Committees is a resource for helping you apply for an award—please contact them as they can guide you through the application process.

Award Process

Submissions were completed and all nominations were reviewed by the PAC and A&R Committees by May 2005. The following are the award recipients, by category, for 2005:

Award for Excellence

University of Florida (SRAPPA)

Continued on page 22

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Continued from page 20

Effective and Innovative Practices
University of British Columbia
(PCAPPA)
University of Hartford (ERAPPA)
University of Iowa (MAPPA)
University of Miami (SRAPPA)
University of Victoria (PCAPPA)

Pacesetter Award

Anita Bailey (ERAPPA)
David Brixen (RMA)
Harvey Chace (RMA)
Darrel Meyer (CAPPA)
Fred Plant (MAPPA)
Jewell Winn (SRAPPA)

Meritorious Service Award

Philip L. Cox (ERAPPA)
Vickie D. Younger (CAPPA)

APPA Fellow

Edward D. Rice (CAPPA)

Credentialing, "What is in it for me," and Generational Differences

These three goals tend to mesh together as they all address the issue of the value of membership in APPA for the individual member. In 2003, APPA commissioned a study titled "Professional Certification Program Needs Assessment Survey Report" to review the possibility of a certification or credentialing process. At that time, based upon the response of the membership, it was decided that the timing was not appropriate to move ahead.

During the past year, Ed Rice, APPA president, has encouraged committees to address the "what is in it for me" aspect of membership. It is increasingly apparent that the membership of APPA is changing and that generational differences need to be addressed in the awards process and throughout every aspect of APPA. Jack Colby, president-elect, stressed this to the APPA Executive Committee, PAC, and A&R. Jack has recommended that a working group evaluate generational issues and how those issues impact the possible need a credentialing program within APPA. This working group would make recommendations to PAC and the APPA Board in the near future.

It would seem that addressing these three issues in an effective and meaningful manner will have a direct and long-range impact upon the growth and membership of APPA.

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Executive Vice President's Report

E. Lander Medlin

Although the economic picture may be improving in relative terms as compared to the past three years, the political controversy and economic tensions surrounding higher education and K-12 schools remain extraordinarily troubling. This is especially true for our public institutions mired in continuously escalating state entitlement program obligations. The budget prospect for major areas of federal support vital to our colleges and universities is equally tough. Medicare, healthcare, and retirement funding are eating away at investments in basic and applied research, and the need for cuts to the discretionary areas of the federal budget looms high. Fund-raising activities from philanthropic giving and equity investments in the stock market also remain somewhat unsteady and volatile.

As the perfect storm of ever-increasing enrollments and continuously declining state and federal appropriations continues to close in, it is clear that stormy budgeting weather is in our future. Significant state and federal support cannot be relied upon to solve the funding challenges facing higher education. However, despite all these challenges, most of the world's citizenry value the work of colleges and universities and their education systems as a whole and correctly understand the economic and social benefits that a good education delivers to its youth. Although overall public perception is positive, it is their financial support that is desperately needed.

Fortunately, APPA continues to receive wonderful support through

active individual member involvement and participation and from its member institutions and business partners. As such, APPA remains the "association of choice" in providing the educational facilities professional with its training and development needs and requirements. One measure of that support is our financial stability. Our diverse port-

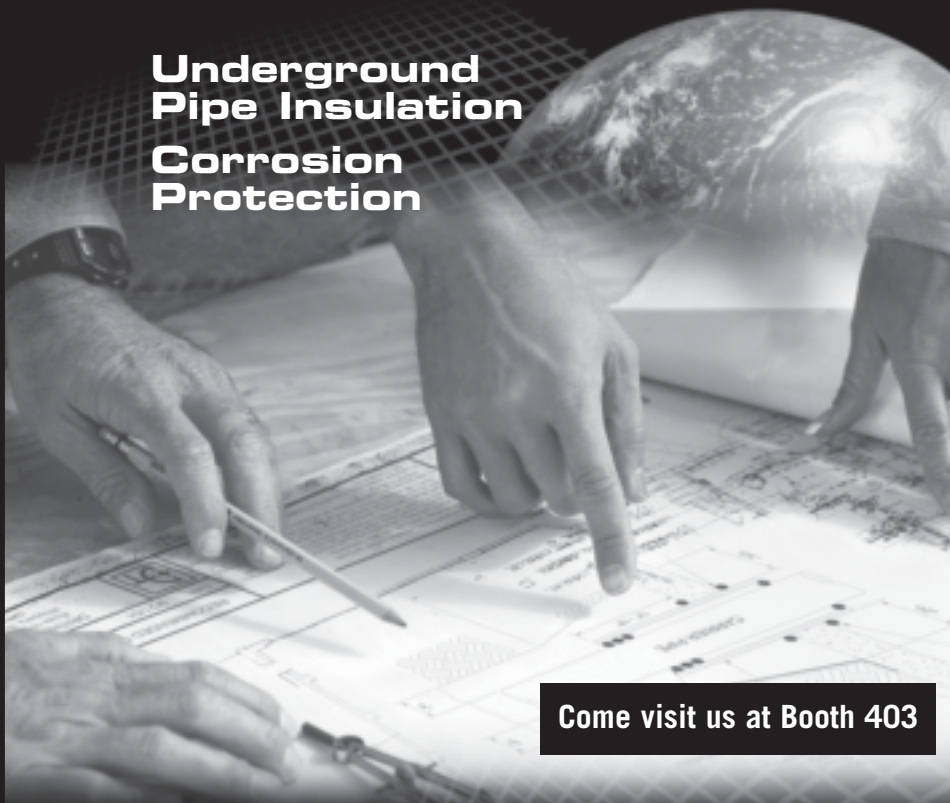
folio of programs, products, and services continues to serve us well. We are pleased to report a year-end surplus of \$78,482. A large portion of these monies have been placed in our operating and building reserves funds representing 75 percent of our long-term, Board-directed cash reserves goal. We are also pleased to report that most



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categories of our conservative, yet focused, budget achieved or exceeded the budgeted targets set for revenue generation and expense minimization. Nevertheless, the Board and the staff have a sharp eye on the future and have established another lean budget for the coming year.

The fragile financial state at our educational institutions and, correspondingly within the facilities departments, weighs heavily on our minds and remains an important factor in our decision making.

Our strategic plan remains a valuable and viable resource providing consistent and predictable guidance, direction, and focus during these turbulent times. We continue to make significant strides in achieving the desired outcomes of the strategic

plan: competency, collaboration, and credibility.

Competency

The guidelines and standards established by your colleagues over the past several years remain invaluable tools for resource allocation and strategic planning. If your resource library does not include the new *2003-04 Facilities Performance Indicators* book and CD-ROM, the trilogy of staffing guidelines for the custodial, trades, and grounds areas, and the customer service book titled *Creating A Service Culture: Making the Customer Connection*, you should quickly ensure that it does. In addition, I highly recommend the previous titles of *Planning and Managing the Campus Facilities Portfolio*, the *Building Commissioning Handbook*, second edition, and the monograph

Field Notes by James Christenson.

Further, the availability and flow of relevant information regularly occurs via APPA's bimonthly magazine, *Facilities Manager*; *Inside APPA*, our biweekly electronic newsletter; our website, www.appa.org; and the APPAinfo list that boasts over 1,000 subscribers.

CFaR, APPA's Center for Facilities Research, is also resident on our website and fills a vital need by integrating the development, collection, and delivery of research in the education environment. Active participation in and involvement through CFaR by facilities professionals, allied associations and agencies, and other education community stakeholders is increasing the quality and quantity of credible data and information you need to make



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knowledgeable and informed decisions for your institutions. CFaR is designed to be a repository of educational facilities-related information. The research collected and sponsored by CFaR will provide compelling information to a number of key constituencies and educational stakeholders.

Eight research projects are presently underway this year. In addition, APPA is sponsoring two of its own major research projects. The first is "Building the Environment Through Strategic Investment" and is intended to demonstrate the importance of integrated resource planning and management for both capital development and renewal/maintenance of all facilities. The resulting model or guidelines should stimulate good decision making around capital development and maintenance/renewal by senior institutional officers.

In addition, we sponsored an institutional survey, "The Impact of Facilities on Student Recruitment and Retention." Nearly 50 institutions responded to the call, ultimately garnering more than 16,000 student responses to the survey. The data is now being analyzed with the results ready for a news release this fall.

The content and appeal of APPA's vast array of educational programs (Institute for Facilities Management, Leadership Academy, Educational Facilities Leadership Forum, and the newest offering of Supervisor's Toolkit: Nuts and Bolts of Facilities Supervision) continue to provide members with the professional and personal growth and development needed to compete and collaborate effectively in today's environment. And, to meet your continuing education/ licensure requirements, look for the CEUs and PDHs that are now being offered for many of our courses and programs.

Supervisor's Toolkit—a basic supervisory training program—specifically focuses on training for front-line

supervisors in the trades, custodial, grounds, and other general services areas of responsibility. It is being offered internationally and can be delivered at your own institution or in collaboration with your region. To date, the program has been delivered 30 times across the United States and Canada (from St. John's, Newfoundland to San Jose, California). Furthermore, interested individuals and/or trainers on your campus are welcome to take this course and explore the possibility of becoming qualified to deliver the program regularly at your time and place of choice.

Collaboration

Increased collaboration and partnering continues to occur on a number of fronts and increases the depth and breadth of information and ultimately the value you receive as part of your membership.

Our latest association strategic alliances have expanded the collaborative opportunities available to you. The American Society for Healthcare Engineering (ASHE) has been assisting APPA in its effort to focus more comprehensively on a code advocacy program, and APPA is assisting ASHE with its effort to focus on the delivery of supervisory, managerial, and leadership educational programming. As a result, a new "Code Talkers" column now appears in *Facilities Manager* magazine along with scheduled educational sessions at the Forum. The International Sanitary Supply Association (ISSA) is collaborating with APPA to develop substantive research for benchmarking data in the custodial arena. ISSA also continues to deliver the Supervisor's Toolkit program at its industry show each fall.

There is a great deal of "buzz" across the entire higher education community around our 2006 Forum since it is a joint conference being collaboratively planned with NACUBO (National

Association of College & University Business Officers) and SCUP (Society for College & University Planning) in Honolulu, Hawaii, July 8-11, 2006 and will offer a seminal educational program. The theme of the conference is "The Campus of the Future: A Meeting of the Minds." Visit our joint website (<http://www.campusofthefuture.org>) for more details and complete information on how you can reap the benefits of this incredible educational opportunity. This is indeed a unique collaborative event you won't want to miss. This certainly represents the ultimate opportunity in collaboration and partnering!

These strategic alliances and partnerships help APPA leverage its resources to provide cost-effective, focused research, information, and educational programming, and at the same time, ensure an increased information flow to its members.

Credibility

Environmental issues and compliance concerns remain an important part of our public policy agenda. APPA is one of six organizational members of the EPA College & University Sector Initiative that is focused on reforming the hazardous materials regulations and establishing better environmental performance measures and systems. This alliance consists of the ACE (American Council on Education), NACUBO, CSHEMA (Campus Safety, Health, and Environmental Management Association, a division of the National Safety Council), HHMI (Howard Hughes Medical Institute), and C2E2 (Campus Consortium for Environmental Excellence) and continues to drive our efforts to create and maintain a substantive dialogue with the EPA. Significant progress is being made regarding regulatory change in hazardous materials/waste compliance. This effort is both notable and noteworthy in our quest for a meaningful and substantive dialogue with EPA.

Visit our website for updates on progress and a link to this EPA initiative and the associated compliance assistance center.

I cannot emphasize enough the importance of APPA's primary role to increase the awareness of the facilities profession with senior institutional officers. The challenges we face well

into the future will require our best collective efforts and will be key in helping to shape the thinking about these issues and the contributions we can make to their long-term resolution.

I firmly believe that our competitive advantage in this rapidly changing and challenging world is the fact that you

continue to choose to remain members of APPA, actively engage in our programs, and faithfully utilize our products and services. These are difficult and trying economic times. The decisions you face and the priorities you make must be strategic.

Therefore, we appreciate the value you place on your membership in APPA and in our training and development programs and publications. Our efforts to focus on the grassroots of this organization will continue in the coming year to ensure that your needs and expectations are being heard and ultimately met. I truly believe that it is through the vast array of educational offerings, print and electronic information, and publications that APPA can help you gain that competitive edge and enhance your professional image.

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¹Software developed in consultation with Jack Dudley, P.E., Editor and Co-Author of the First Edition of the *Custodial Staffing Guidelines* and Co-Author of the Second Edition. Mention of APPA does not imply endorsement of the product.

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