

2007

2008

ANNUAL REPORT



LEADERSHIP IN EDUCATIONAL FACILITIES

# PRESIDENT'S REPORT



By Alan S. Bigger

Late last spring, the freelance writer developing an article for the *Facilities Manager* (September/October 2007) asked me what was the theme of the APPA presidency for 2007 – 2008. My response, and theme for the year, was summed up in three phrases: **Carpe diem** (Seize the day),

**renovare** (To make new), and **kaizen** (Continuous and orderly improvement). Throughout the past year, APPA members, committees, and staff have really seized the day to move APPA forward and to prepare APPA for renewal and continuous improvement.

From the front cover of the redesigned *Facilities Manager* to the home page of the APPA website ([www.appa.org](http://www.appa.org)) and from the APPA letterhead to the APPA logo, APPA has truly seized the day to position your organization as the organization of choice for all leadership in educational facilities.

The processes of the 7 Key Strategies that currently guide us were born out of a meeting after APPA 2006. The research for the seven strategies clearly identified that APPA needed to seize the day as the expectations of the membership were changing rapidly and for APPA to continue to thrive, we needed to change. APPA met the challenge and today we have a new brand identity and a new logo with a new tagline. The branding initiative has permeated every aspect of APPA life and is being rapidly picked up by several APPA regions. Not only has APPA seized the day, it is also making new. New programs abound as exemplified by the Educational Facilities Professional credentialing program, soon to be joined by the Certified Education Facilities Professional credential. Jack Colby has guided this program from conception through implementation. Well done, Jack!

Kaizen, or continuous improvement, also is thriving. The role of the Vice President of Education has morphed into the office of Vice President for Professional Development. This may seem just to be a matter of semantics, but it is far more. APPA realizes that we all need to develop from the start of our careers through the pinnacle of our careers by providing a continuum for professional development from such programs as the Supervisor's Toolkit and the APPA Institute, through the Leadership Academy to APPA's Center for Facilities Research, supplemented by such programs as

APPA 2008, the Senior Facility Officers Summit and APPA's Thought Leader series. These programs and initiatives are being provided for you because you asked for them, and we look forward to you and your staff participating in these vital programs.

A proactive example of continuous improvement in action is the redesign of the APPA Forum to the current new, energetic, and innovative format that we will experience in San Antonio, Texas in July. The very theme of the program, "The Rise to Greatness," exemplifies the hard work that the professional development and program committees have put into making APPA 2008 a hallmark conference for APPA members. We owe a huge debt of gratitude to Polly Pinney, APPA's vice president for professional development, for her guidance in the redesign and new format of APPA 2008.

**APPA has truly seized the day to position your organization as the organization of choice for all leadership in educational facilities.**

However, APPA is not only about programs, it is about members and people. Throughout the year I was blessed to visit the SRAPPA conference in Kentucky and the joint PCAPPA/RMA conference in New Mexico. There is no doubt that APPA is only as strong as its members, and the regions and members are excited about what APPA is doing as reflected in the wonderful conferences that the regions hosted this past fall. I was also able to see members in action at the Voting Assessment Task Force in Chicago, and this group has worked diligently to determine how to make the voting process meaningful and to involve more members in the process. APPA is also reaching out to its strategic partners throughout the world. In March I was able to visit Liverpool, England to speak at the Association of University Directors of Estates (AUDE) conference. My brief topic discussed "The Top 10 Critical Issues in Facilities" and was based upon APPA's 2007 Thought Leader

# 2007-2008 APPA BOARD OF DIRECTORS

Series. (You can view the 2007 Thought Leader Series at: [www.appa.org/files/pdfs/thoughtleaders2007.pdf](http://www.appa.org/files/pdfs/thoughtleaders2007.pdf).) The reception from the attendees at the conference was heartwarming, and the level of professional development seminars was world class. In May, Lander Medlin and I met with the Council of Higher Educational Management Associations (CHEMA) and shared the wonderful story of the revitalization of APPA that has been initiated by and is driven by our dynamic members.

On the APPA home front in Alexandria we have seen the renewal of the APPA staff as new members have joined the APPA team. Thanks to the great support of the APPA Executive Committee and the APPA Board, we were able to implement something that we have been working on for a long time. In January John Bernhards joined us as the new Associate Vice President for APPA. John has rapidly become a critical member of the APPA senior leadership and is guiding the ongoing operations of APPA in an effective and professional manner. Welcome aboard, John!

None of these initiative mentioned above would have been possible without the support of Chris Ahoy, our immediate past president, and Bill Elvey, president-elect and soon-to-be APPA president. Chris and Bill, without your vital and wholehearted support APPA could not have moved forward in such a dynamic manner. Likewise, Chris, Bill, and I could not have dedicated the time and efforts to our APPA tasks if it had not been for the incredible support of our wives, Ruth, Deb, and Linda. Our individual institutions are to be thanked for affording us the time to be of service to APPA. A big "thank you" to Iowa State University, the University of Texas at Dallas, and Earlham College for your support and commitment to the development of the facilities management profession. Finally, we owe an incredible debt of gratitude to Lander, John, and all the APPA staff. APPA has come a long way because of your concerted efforts and hard work.

Thank you, each one, for enabling APPA to be the organization of choice for facilities professionals while providing the best of the best in programs, education, publications, and research for all of our members as we provide leadership in educational facilities. There is much work to be done in the years ahead, and we wish Bill Elvey all the best in 2008 – 2009. The 7 Key Strategies are well under way and we need to stay the course through completion. I encourage your continued support for Bill and his initiatives during the coming year. ■

## President

Alan S. Bigger  
*Earlham College*

## Immediate Past President

Christopher K. Ahoy  
*Iowa State University*

## President-Elect

William M. Elvey  
*University of Texas-Dallas*

## Secretary-Treasurer

Nancy Hurt  
*Colorado State University*

## Vice President for Information & Research

Michael J. Sofield  
*Smithsonian Institution, National Museum of American History*

## Vice President for Professional Affairs

B. Kevin Folsom  
*Dallas Theological Seminary*

## Vice President for Professional Development

Polly Pinney  
*Arizona State University*

## Senior Regional Representative

Darrel W. Meyer  
*Metropolitan Community College-Kansas City*

## At-Large Member

Daniel Whitezell  
*Spirotherm, Inc.*

## Ex-Officio Member

E. Lander Medlin  
*APPA Executive Vice President*

## ERAPPA

### Senior Representative

Glenn Smith  
*Bryn Mawr College*

## ERAPPA

### Junior Representative

William G. Suter  
*American University*

## SRAPPA

### Senior Representative

Joseph Fisher  
*West Virginia University*

## SRAPPA

### Junior Representative

Marion B. Bracy  
*Xavier University of Louisiana*

## MAPPA

### Senior Representative

Greg Fichter  
*Indiana University*

## MAPPA

### Junior Representative

Jerry Carlson  
*Butler University*

## CAPPA

### Senior Representative

Darrel W. Meyer  
*Metropolitan Community College-Kansas City*

## CAPPA

### Junior Representative

David Millay  
*University of Arkansas/Little Rock*

## RMA

### Senior Representative

Tommy H. Moss  
*Colorado State University*

## RMA

### Junior Representative

Eakle Barfield  
*Montana State University/Billings*

## PCAPPA

### Senior Representative

Scott Burns  
*San Diego State University*

## PCAPPA

### Junior Representative

Berger "Buzz" Nelson  
*University of Nevada-Reno*

# IMMEDIATE PAST PRESIDENT'S REPORT



By Christopher K. Ahoy

As I leave the triumvirate of APPA Presidents on July 11, 2008, in San Antonio, Texas, I can look back with gratitude and appreciation for the chance to serve as the APPA President for 2006-2007. As the 92<sup>nd</sup> APPA President since 1914, I have made many good friends locally, nationally, and internation-

ally that will carry through well past my APPA and my university's responsibilities. I leave my three-year commitment with a sense of fulfillment and pride, especially knowing that APPA is in the good hands of President Alan Bigger and incoming President Bill Elvey, and our new APPA President-Elect Polly Pinney, as well as the APPA directors and staff under the mercurial and visionary leadership of our CEO, Lander Medlin, and her new copilot, COO, John F. Bernhards, as well as her CFO, Chong-Hie Choi.

## 7 KEY STRATEGIES

### 1. Developing and executing a "branding" initiative.

This initiative, which the board approved to enlist the services of ZilYen consultants, and a select team of APPA leadership for branding, began on July 18, 2007, at the Polynesian Cultural Center, Honolulu, Hawaii, has been completed successfully. APPA launched the new logo and tagline "Leadership in Educational Facilities" in October 2007.

### 2. Developing and implementing an enhanced website

to become the "go to" resource for facilities questions. This became active on January 14, 2008.

### 3. Expanding research to build credibility and visibility by senior institutional officers.

Thought Leaders' meetings and Senior Facility Officers Summit at the annual conference, "Back to the Future," in Baltimore, Maryland, on July 11-13, 2007, did very well. The second SFO is scheduled for July 6-8, 2008, at the annual "The Rise to Greatness" Conference in San Antonio, Texas.

### 4. Engaging in symbiotic and collaborative partnerships.

In addition to the many (ACUHO-I; ASHE; AUDE; CHEMA; CSI; IDEA; ISSA; PGMS; and TEFMA) strategic alliance partnership meetings, we've added the Singapore Section, Singapore APPA (SGAPPA), and the al-

liance with Higher Education Facilities Officers (HEFMA) South Africa.

**5. Engaging young facilities professionals.** In November 2006, at the request of BYU students, I was able to meet with the APPA student chapter and present an educational session to the facilities management student class. We need to encourage more student participation, and make it possible for them to come to the annual APPA conferences.

**6. Providing targeted cutting-edge educational programs.** Our Professional Development Committee began this journey in Baltimore.

**7. Establishing credible and valued credentialing programs for individuals and institutions.** The Credentialing Board was established in January 2006. Two EFP examinations have been completed on September 15, 2007 and February 9, 2008. The CEFPA advanced level of certification is being developed.

## VOTING ASSESSMENT TASK FORCE

The task force was established in May/June 2007 to investigate reasons for the disengagement of senior leadership, to develop recommendations regarding voter apathy to reverse the trend, and to present said recommendations to the Executive Committee and Board of Directors for action on the following charge:

1. Examine fact-based, data-driven, information from existing survey/committee data and results from the Strategic Planning Session.
2. Develop strengths, weaknesses, and opportunities of the current voting program.
3. Investigate best practices of how other organizations have increased voter participation and engagement rates.
4. Develop alternatives to the current method of selecting/electing association officers.
5. Determine the impact of alternative voting programs on business partners and other stakeholders.
6. Develop concepts and recommendations for implementation of the alternative programs.

Thanks to Jim Haley from Miami University, Ohio, and his team (Leon MacLellan, Martha May, Robert E. McMains, Darrel Meyer, Joseph D. Rubertone, Elvyra San Juan, Clay Shetler, and John Wong), a "preliminary" report

of the Voting Assessment Task Force was presented at the 2008 January Board Meeting, six months ahead of schedule.

#### REGIONAL AND CHAPTER MEETINGS

After the 2007 APPA Conference in Baltimore, I had the opportunity to visit many regional conferences that I had missed going to in 2006: Eastern Region APPA (ERAPPA) in Ottawa, Canada; Rocky Mountain APPA and Pacific Coast APPA (RMA/PCAPPA), in Albuquerque, New Mexico; Central Region (CAPPA) in Fayetteville, Arkansas; and Midwest Region (MAPPA) in Grand Rapids, Michigan. Thank you to each and every member for their warm welcomes to me at their chapters, regions, meetings, venues, and the opportunity to share our mutual journey to the next level of excellence in making APPA the Association of Choice.

#### INTERNATIONAL MEETINGS

Ruth and I were able to represent APPA internationally in 2005, 2006, and 2007. APPA established a Memorandum of Understanding with APPA Singapore Section, and with HEFMA, Higher Education Facilities Management Association, South Africa.

I was fortunate to be asked and be able to complete a book for APPA, *Leadership in Educational Facilities Administration*, during my presidency. Thank you APPA members,

Board members, Regional Representatives, Regional and Chapter leadership, international colleagues, and APPA staff for your friendship, support, and for giving me the opportunity to lead APPA toward our vision, “To Become Global Partners in Learning,” and our mission, “To support educational excellence with quality leadership and professional management through education, research, and recognition.”

APPA has faced extraordinary challenges in the past three years, and has achieved major accomplishments through the hard work of all the dedicated volunteer leaders from each chapter and region, alongside our hardworking APPA staff. The future is very promising and exciting for the APPA organization as the educational landscape is changing, and new generations of facilities leadership are moving up the ranks in these tumultuous times with globalization. We have made significant strides and investment in the future. With every new challenge there will be new opportunities for us to build a stronger, more prosperous and dedicated international, national, and global APPA community.

I thank my colleagues in “APPA land” for your friendship and support. I especially thank my wife Ruth, Iowa State University for allowing me the time to serve, and specifically my FP&M staff at ISU for filling in for me during my absences from the office. Thank you all for all you do! ■

## PRESIDENT-ELECT'S REPORT



By William M. Elvey

The past year as President-Elect has been a busy one. So busy, in fact, that my head is still spinning. Last fall I had the opportunity to visit our international counterparts in Singapore, New Zealand, and Australia. The trip concluded by attending the 2007 Tertiary Education Facilities Management Association (TEFMA) conference in Canberra, Australia, September 23 – 26, 2008. This was a wonderful experience that I will always remember and appreciate. I participated in the APPA Executive Committee meeting the following month, the APPA Winter Board meeting in January 2008, and another

Executive Committee meeting in May 2008. During March 2008 I attended both the CAPPA Technical Conference in San Antonio, Texas and represent APPA at the Florida APPA (FLAPPA) Annual Meeting in Jacksonville. I have also been fully engaged in countless conference calls involving the Regional Presidents, the VP for Professional Development and her committee, the Voting Assessment Task Force, the President and Immediate Past President, and Lander Medlin and other members of the APPA staff.

This past year has been transitional in preparation for next year as President. I want to thank Chris Ahoy and Alan Bigger for their unselfish assistance in helping me prepare for this event. I will always be indebted to them for their candidness and friendship that has been kindled during this journey.

While there have been many successes this past year,



three accomplishments are worthy of special commentary. The first includes the completion of planning efforts associated with APPA's branding (re-branding) initiative. The second is APPA completely revamping its website from top to bottom. It is definitely more inviting, dynamic, and interesting than ever. The third is this year's APPA 2008 in San Antonio. This will be a first-class event that has been designed from the ground up to address APPA members' professional development needs. However, while we have made tremendous progress on the above three Key Strategies, the APPA Board agrees that more emphasis is needed on the strategies of Engaging Young Facilities Professionals, and Expanding Research to Build Credibility and Visibility by Senior Institutional Officers.

#### APPA 2008 - 2009 - THE YEAR OF ENGAGEMENT

According to Roget's International Thesaurus, the word Association, when used as a noun, refers to a "society, body, alliance, coalition, league, union, partnership, and federation." It also defines an Association as "community, commonwealth, family" and "fellowship, society, brotherhood, fraternity, sisterhood, sorority, and club." And when used as a verb the word Association implies: "join, join up, enter, go into, make one part of, swell the ranks of; enlist, enroll, sign up, and belong." So, when it comes to APPA as being the association of choice for educational facilities professionals, do you think of APPA in terms of being a noun or a verb?

Historically, APPA's financial position has been a great source of strength and pride and this continues to be the case today. Because of our many ongoing commitments, I cannot in good faith bring forth a new program or initiative that would only serve to undermine the sound fiscal management practices currently in place. I am, therefore, issuing this challenge to all of APPA's member institutions, primary representatives who currently hold special responsibilities in the association, and to all members - Associate, Affiliate, and Business Partners alike - to become engaged in APPA as an Association and engage others in our profession by actively spreading the word about the benefits of belonging and participation in an organization dedicated to the successful educational facilities professional.

The Year of Engagement means that as a member of APPA, it is our shared responsibility to inspire, motivate, persuade, and cajole, etc., our currently unengaged members and potential future members to become engaged in APPA at any level as there are many opportunities to do

so. In other words, if there is any expectation of getting a return on the investment of the time and resources expended in belonging to APPA, then we must ask others to get informed and stay informed and get involved and stay involved in APPA.

The sooner that one gets informed about APPA and all that it offers the educational facilities professional, the more one will seek to also stay informed. This is because APPA offers a vast array of educational and networking opportunities from the first-line supervisor to the senior facilities officer. And, whether one should decide to get involved at the local, state, regional, or international level, once one does get involved, they will want to stay involved as they realize the benefits of doing so. The opportunities to contribute to our profession are unlimited, but the choice of when and how to contribute are ours alone to make.

So, it's really up to all of us - are we going to actively participate and engage in the activities of APPA or not? Only through the collective engagement of every member at every level of the organization can we seek to transform APPA into the Association that we all want it to be: an Association serving its members the way they want to be served; and, an Association helping to focus and prioritize the delivery of programs and services with a sense of urgency and attention to detail that can surely only lead to a successful and great Association for many years to come.

Shortly after I was elected President-Elect of APPA, I was asked by Lander Medlin to start thinking about my "legacy" as President. I don't typically think about such things, but ever since that brief conversation, I have tried to do some really "deep thinking" about the subject. Then I read the book *A Leader's Legacy*, by Kouzes and Posner, and I personally agree with the points they made. Their message is that the legacy you leave is the life you lead. I may never know what changes we might initiate within APPA this next year and what impact they might have. I may never know when that critical moment might come. But what I do know is that my legacy may be nothing more than just the satisfaction of knowing that I will try my very best to leave APPA a better organization than before the time that I became President. So, I strongly encourage everyone to actively participate in APPA. ■

# SECRETARY-TREASURER'S REPORT



By Nancy Hurt

APPA has completed two years of its five-year implementation of the 7 Key Strategies in an effort to position APPA as the association of choice for educational facilities professionals. To effectively achieve this, a significant outlay of resources is necessary and expected and was, therefore,

reflected in the five-year business plan.

Last fiscal year we were able to achieve an unexpected healthy surplus. However, this year we posted a deficit of \$196,464 in the operation (exclusive of the loss in long-term equity investments) as we invested heavily in the implementation of the futures-focused 7 Key Strategies. Additional revenue and expense shortfalls from the APPA 2007 conference and inaugural 2007 Senior Facility Officers (SFO) Summit contributed significantly to this deficit. Nevertheless, we continue to refocus and recalibrate both programs and their delivery to achieve a positive result and further differentiate them from regional and other associations' conferences. The Board recognizes it will take time to turn this around.

Reserves still stand at \$973,000 (excluding any equity losses or gains in long-term investments) or 75 percent of the \$1.2 million goal that represents 25 percent of the operating budget and 5 percent of the estimated replacement value of our physical assets. In addition, the APPA headquarters building was assessed for approximately \$2.3 million in February 2008 by the City of Alexandria, and the building is fully paid.

Graph 1 on page AR-8 shows the six-year history of revenues and expenses for APPA. Graph 2, also on page AR-8, shows the year's revenues and expenses by activity category. Membership expenses, totaling \$592,007, reflects the direct cost of membership department salaries; benefits; travel and outreach efforts; printing, production and mailing of promotional materials and the membership directory; and other program supplies and equipment needs. However, membership dues also support the direct cost of many APPA activities such as website and database management; research and development; and a portion of office operation and governance. Revenues and expenses are planned and monitored by staff and the APPA Board to achieve APPA's mission to support educational excel-

lence with quality leadership and professional management through education, research, and recognition.

Given market conditions, APPA's long-term equity investments have dipped reflecting a loss of \$30,909. However, it is important to keep in mind that the investment objective for this portion of the reserve is long-term capital appreciation, so fluctuations in the magnitude of returns from year to year will occur.

The APPA staff continues to do an excellent job in controlling expenses and managing the entire budget. On behalf of the membership I offer my sincere appreciation.

## MEMBERSHIP COMMITTEE

The Membership Committee continues to support the implementation of the 7 Key Strategies. This last year ZilYen Marketing worked cooperatively with APPA staff, the Board of Directors, and the Membership Committee to produce a comprehensive membership plan. The plan identifies specific targets and measures for success. Goals for 2008-09 include an increase in Institutional Membership of 2.5 percent and a 98 percent membership retention rate.

Additional accomplishments this last year include:

- Membership committee members have access to the APPA membership database, providing a new way for regions to determine current and prospective members.
- New recruitment membership and marketing materials incorporating the new APPA brand were produced and are in use.
- A focused outreach plan for new members was developed. Each APPA Board member was provided a list of prospective institutional members from their region to contact.
- There has been strong interest in establishing new chapters such as Hawai'i and Wyoming.
- Regional recruitment and retention efforts continue with a variety of successful grassroots networking techniques and personal contact. SRAPPA has seen significant growth in the number of member institutions.

Success in the membership area is not possible without the dedication and hard work of the APPA staff, regional membership representatives, and regional committees. I extend my sincerest appreciation to all who contributed to these efforts this year.

### BYLAWS COMMITTEE

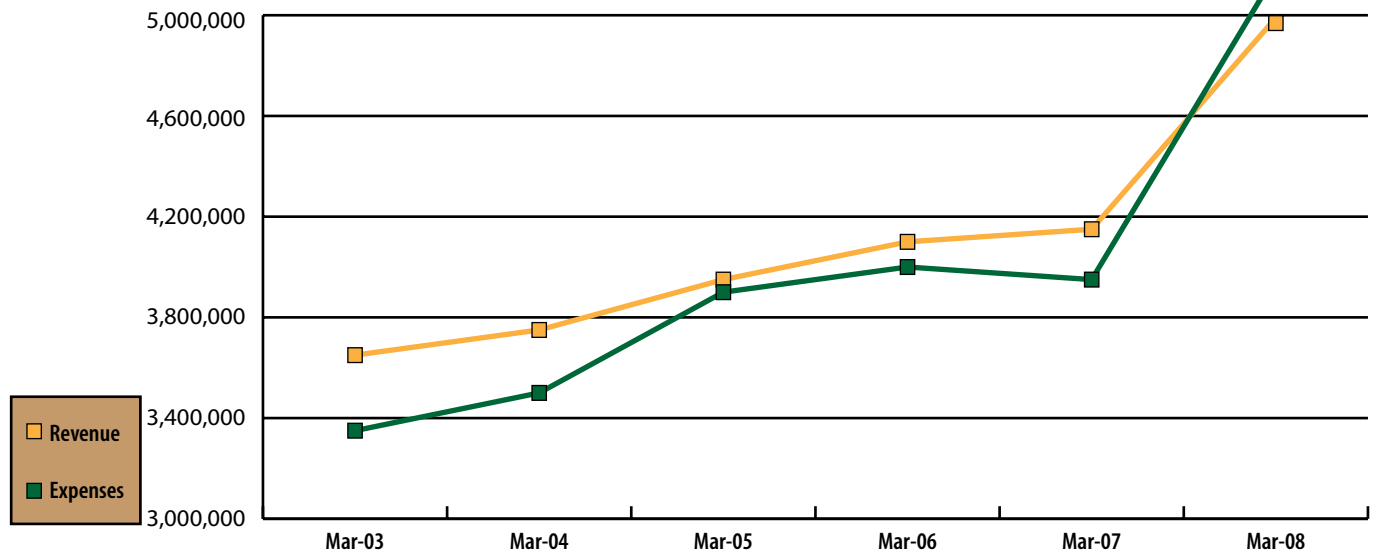
The Bylaws Committee recommended a number of bylaw changes to the APPA Board of Directors. The bylaw changes passed by the Board include:

- Change in regional definitions with the move of the State of Idaho from PCAPPA to RMA.
- Change of office and committee titles from VP for Education and Education Committee to VP for Professional Development and Professional Development Committee.

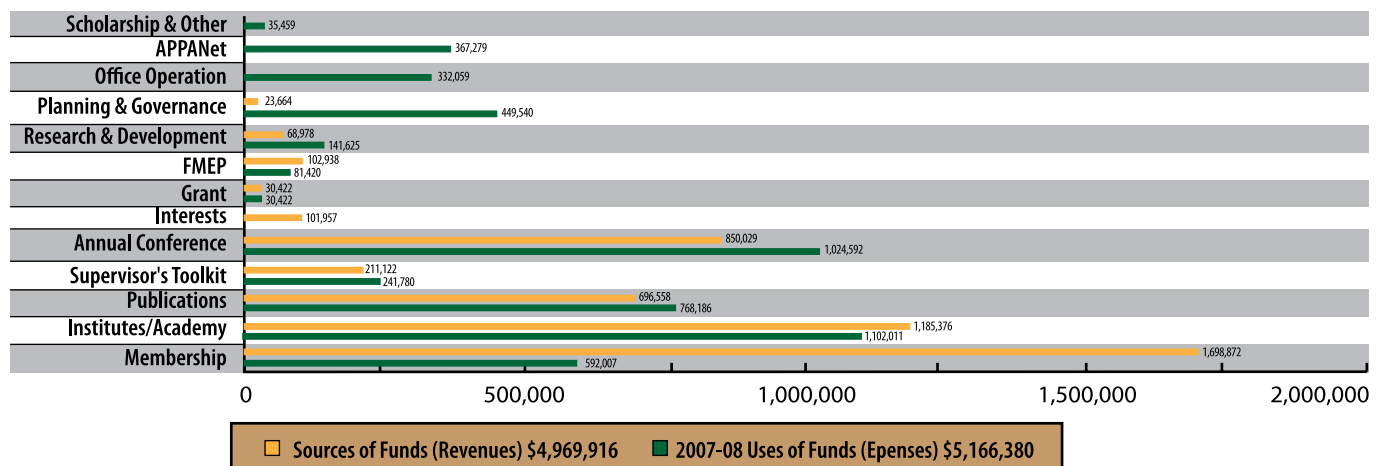
- Change of the membership category definition from “Regular Member” to “Educational Institution Member” with the corresponding move of K-12, museums, and libraries from the “Affiliate Member” category to the “Educational Institution Member.”

A big thank you to all the Regional Junior Representatives; the Bylaws Committee had lively discussions and made quick work of a number of issues. ■

GRAPH 1: APPA'S HISTORY OF REVENUE & EXPENSES



GRAPH 2: SOURCES OF FUNDS (REVENUES) & USES OF FUNDS (EXPENSES) FY 4/1/2007-3/31/2008





# VICE PRESIDENT FOR INFORMATION AND RESEARCH



By Michael J. Sofield

2007-08 has been another very busy year for the Information and Research Committee. From last July's Annual Meeting through its December committee meeting, the committee worked off line and collectively via monthly conference calls to finish refining and delivering a series of webinars to assist members in completing the Facilities Performance Indicators (FPI) survey. This year's data collection opened in August 2007 and closed in mid-December. The survey instrument was again refined in response to the many comments received in the latest survey. During the December committee meetings planning began for a second series of webinars to assist members in mining the data contained in the FPI Reports as well as to introduce the many new features included in the newest version of the reports. The second series of webinars was presented over a five-week period in late March and April following the mid-February release. This year, work also began on planning a series of workshops for the University of North Carolina System. Working with Jack Colby, APPA Past President, a team conducted a data collection workshop in the fall for three-person teams from all universities in the state system. An additional workshop was delivered in the spring on use of the reports. The materials developed under this partnership will allow it to be rolled out for additional state systems or other cohort groups. Discussions are underway with systems representatives in California and Pennsylvania as well as several informal cohort groups. This initiative holds promise to significantly increase participation in the program. Additionally, committee members delivered presentations at most of the regional meetings in the fall.

As I write this annual report the wheels are turning on the next significant revision to the FPI system. That is, the establishment of a set of 30 to 50 significant indicators, to be called 'Tier1' Indicators. These indicators are the most strategic from the over 400 in the overall system. They will be presented in a Balanced Scorecard format and will serve as the basis to integrate with our international affiliates who desire to benchmark with us.

Some 200 member institutions completed some or all of this year's survey. There has been increasing interest in the survey and reports from a number of state systems and other cohort groups. We believe that participation will increase significantly in the years ahead.

The annual FPI survey will open in August 2008 for the

2007-08 data collection cycle. And, if you completed 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.

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.

As this report is going to press, the I&R Committee is reviewing and rating all the eligible articles to determine this year's Rex Dillow Award winner. The award will be presented at the annual conference in San Antonio.

The magazine has been supplemented with a biweekly electronic newsletter – *Inside APPA*. This e-newsletter 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. APPA staff performed miracles this year in the complete overhaul of the look, feel, and content delivery of *Inside APPA*.

Publications recently published include *The Green Campus*, edited by Walter Simpson, and *the Environmental Compliance Assistance Guide for Colleges and Universities, second edition*. Both books were released and available for the Smart and Sustainable Campuses Conference held at the University of Maryland, College Park (March 31-April 2, 2008).

## FACILITIES MANAGEMENT MANUAL REVISION (FOURTH EDITION)/BODY OF KNOWLEDGE

Work is now underway to produce a new digital edition of our benchmark guide to facilities management. Maggie Kinnaman is the editor-in-chief and has been working with the deans from the Institute and Leadership Academy to review the core body of knowledge, editors are assigned to each of the four volumes, subject matter experts have been contacted to author new chapters as well as to edit existing material. EEI Communications has been retained to manage the work processes and schedule. This is a major undertaking that involves volunteers from across APPA's committees and membership at large.

## APPA WEBSITE

Early in 2008 APPA unveiled a completely redesigned website. The new look and feel support APPA's brand identity and strategic initiatives. Work is currently underway with the Regions to assist them in integrating the APPA brand into their websites as well. Kudos to the Web Task Force and to the Information and Research Subcommittee that made it a reality.

## CENTER FOR FACILITIES RESEARCH (CFAR)

CFaR has spent much of the past year revamping its processes as well as the comprehensive Researcher's Guide. The addition of a full-time staff research specialist has allowed the work to proceed rapidly over the past few months. All new materials will soon be available for downloading from the website. The new materials will offer streamlined processes and improved program support from APPA staff. CFaR will also be issuing an annual call for research proposals that support the 'body of knowledge' for our profession. The call will follow the annual release of the Thought Leaders monograph and it is hoped that research efforts will be linked to the emerging issues identified by the Thought Leaders Series.

This year we'll once again recognize the student research projects conducted at Brigham Young University. The student research competition process has evolved within the CFAR framework and will lead to expanded opportunities for students in the years to come.

## FINAL NOTES

I am amazed at the results produced by this vibrant, hard-working committee that remains focused on getting the new Facilities Performance Indicator program out and into the members' hands along with so many other important tasks. The past four years have been an incredible ride for me as the Vice President for Information and Research. Congratulations and thanks to this hard-working group. 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: Norman Young, ERAPPA; Dan Young, SRAPPA; Jeri Ripley King, MAPPA; Terry Major, CAPP; Greg Weins, RMA; Richard Storlie, PCAPPA; Maggie Kinnaman, At-Large; Darryl Boyce, At-Large; and Steve Glazner, APPA's director of knowledge management and staff liaison to the Information and Research Committee.

A special note of thanks to goes Laura Long, LTL Collaborative, and to our business partner ARCHIBUS for their continued support in launching and refining, the Facilities Performance Indicators and the 'Dashboard.' ■

# VICE PRESIDENT FOR PROFESSIONAL AFFAIRS



By Kevin Folsom

This has to be the easiest of the elected APPA VP positions, or the position is so well supported by excellent staff (i.e., Jill Amstutz and others), and committee members that it seems like it's the easiest. It's really amazing how all the wheels in APPA turn so smoothly while so much is going on.

Another reason the position may be so easy today is due to the giants of the past (e.g., Dan Johnson, Alan Bigger, Jack Colby, etc.) who laid such a great foundation from which I'm benefiting today. With my gratefulness, the award process this year worked flawlessly and efficiently!

This year, to everyone's surprise we had no Award for Excellence submissions, but a few institutions indicated that they are working on their's for the near future. We had nine Pacesetter Award, and one Meritorious Award, submissions.

While keeping the awards updated and running smoothly seems perpetual, there are some new initiatives that are taking shape.

**Code Advocacy** has been in development since 2004. The initiative continues to thrive thanks to the hard work and advice of Brooks Baker, Alan Bigger, Mike Anthony, and many others. Brooks had the vision to implement a program within APPA that will provide APPA members an opportunity to have a say on technical advisory panels and governing bodies that impact building codes.

The accomplishments to date are:

- Identifying 30 members and Business Partners that want to contribute
- Establishing and contributing to the Code Talkers column in *Facilities Manager* magazine
- Closely monitoring code governing bodies: NFPA/NEC, ASHRAE, ICC/IBC
- Moderately monitoring code governing bodies: ASME –

elevators & boilers, EPA, ADA, IEEE

- Indirectly monitoring code governing bodies: NERC, FERC, FEMA, TIA – tcomm, IESA
- Publishing numerous articles
- Establishing a committee of code experts from APPA membership
- Ad Hoc Code Advocacy Task Force meeting in December 2007

Code Advocacy accomplishments and needs in 2008 are:

- Received APPA board approval and funding to establish an Ad Hoc Code Advocacy Task Force for a three-year term to meet in Alexandria, Virginia in December with the other committee meetings that traditionally take place
- Investigating the provision of the National Fire Codes Universe via the Web to APPA members
- Investigate available government grants to fund self managing codes that directly relate to educational institutions

APPA's **credentialing program** has shown significant growth since the early stages of preliminary planning in 2006. This exciting program has begun to prove how beneficial such a vehicle of validation is to the APPA membership of their knowledge and experience.

The accomplishments in 2007-08 were:

- Established a formal Certification Board
- Offered Education Facilities Professional (EFP) preparatory course in July, September, and February
- Offered first Education Facilities Professional (EFP) exam in September 2007
- 37 individuals were granted the Education Facilities Professional (EFP) credentials as a result of successful completion of the exam
- Established and have begun implementation of a tactical marketing plan

The plans for 2008-09 are as follows:

- Offering the Education Facilities Professional (EFP) Prep Course to APPA's regions and state/local chapters
- Recruiting a new program coordinator
- Establishment of the Certified Educational Facilities Professional (CEFP) body of knowledge and subsequent exam
- Recruiting efforts for additional faculty for the delivery of the Education Facilities Professional (EFP) Prep Course
- Offering Certified Education Facilities Professional (CEFP) study guide at the September 2008 Institute and first exam at the January 2009 Institute

The **APPA FMEP** Guideline will be updated in 08/09 by the FMEP committee during a formal review process.

As **ASHRAE** is in the process of developing a credentialing program, they have approached APPA for help in the area of Facilities Management and Commissioning. It is their desire not to overlap what APPA is doing with our credentialing program.

Activities are as follows:

- David Cain is serving on the ASHRAE facilities management body of knowledge committee
- Gary Reynolds is serving on the ASHRAE commissioning body of knowledge committee
- I gave a short presentation to the ASHRAE board on 1/21/08 in New York City about APPA Code Advocacy progress along with APPA's strategic initiatives
- Share speakers for one another's conferences and institutes
- Share literature between one another's membership
- Provide cross-membership discounts

The **USGBC** has accepted APPA's Custodial Staffing Guidelines as a criterion for LEED-EB certification.

Activities are as follows:

- Asking original authors to review what is necessary to update the book and make the language "a little more industry-general"
- Provided a a two- to three-page interpretation of the Guide
- Identified a trainer to video on how to use the Guide

The **APPA FMEP Guideline** is due for a review, which is supposed to take place every three years. I will gather the committee, and/or fill vacant positions, to bring the committee together to perform this task during the 08/09 year.

During the 2008 Winter Board meeting, Willy Suter encouraged APPA to determine whether it is doing what is necessary in its own processes to promote environmental sustainability. I was assigned to follow up with him to learn more of his vision. Following is his report:

"I know that APPA is in the middle, or maybe even the early stages, of budget problems but if this were easy it would already be done. We need to recognize that equity/social justice and the environment are part of a complete assessment of any given situation and not just. So, as exemplars of stewardship, APPA should actively and publicly explore ways to make APPA activities as carbon neutral as possible. I am sure that some of the recommendations below are already in place, will soon be, or are in the minds of people in the APPA office. My intent here is to begin a process that will result in

APPA's carbon neutrality. We can be one of the greenest associations, but it is going to take some work. Progress and achievement can be made in a number of ways:

- Conduct a greenhouse gas inventory of APPA operations
- Aggressively conserve energy and water
- Use 100% post-consumer content recycled paper and chlorine-free inks for all printed materials
- Use of electronic means for sharing information whenever possible
- Purchase carbon offsets for all APPA travel
- Purchase renewable energy certificates to offset further the energy consumed by APPA routine operations
- Recognize an existing method (no need to create a new one) for institutions to measure the sustainability of their operations and promote it to APPA members (AASHE is developing a good one)

- Make sustainability a well understood and often used term to describe the new normal way of being

All I want to do is make the world a better and more survivable place. I see this as, to borrow Al Gore's wording, the moral imperative of our time and we have to do more than do the right thing ourselves—we have to convince everyone we know to also do the right thing.

There are robust commodity and service markets for much of the above, and once I hire my Manager of Sustainability Programs I will have someone to chase things down. I appreciate your getting back to me on this. I'd like to see language about the types of things mentioned above on APPA's website, the *Facilities Manager* magazine, and everywhere else with potential to inspire action." ■

## VICE PRESIDENT FOR PROFESSIONAL DEVELOPMENT



By Polly Pinney

The Professional Development Committee, the deans, faculty and trainers of our Supervisor's Toolkit, Institute for Facilities Management and Leadership Academy, along with the APPA 200X and SFO Summit Subcommittees have worked hard to improve and enhance the educational offerings of this splendid organization. Without their creativity, talent, and extraordinary dedication, our work could not go forward.

During the past year we renamed the Educational Programs Committee the Professional Development Committee. This change was driven by a desire to more closely reflect our philosophy of educational programming as a continuum throughout one's entire career. In addition, a revised evaluation process was developed to ensure coordinated feedback and metrics on our programming. The Professional Development Committee continues to expand on their revised committee charge and

further engage our regional colleagues in collaboration. My thanks to the Professional Development Committee Members - Vickie Younger, Michelle Frederick, Ruthann Manlet, Johnny Eaddy, Shawna Rowley, Tony Yamada, Wally Glasscock, Jay Klingel, Doug Christensen, David Gray, and Terry Ruprecht for all their hard work and continued dedication.

### SUPERVISOR'S TOOLKIT: NUTS & BOLTS OF FACILITIES SUPERVISION

APPA's first step in the professional development continuum, Supervisor's Toolkit, continues to experience a surge in popularity throughout the United States and Canada. The Master Trainers have released the newly revised material streamlining some of the work to allow for more interaction and hands on learning. This program is unlike anything else in the professional development arena and really is the best value out there to take our frontline supervisory teams to new heights of excellence. Many of our regions are moving toward supporting the development of state-based trainers. For example, SRAPPA has committed to support training



for 12 individuals as of 2008 in order to have state based trainers. The kick off training for this group of potential trainers was recently completed in Daytona Beach, Florida, which was hosted by Embry Riddle University. By all reports this session was a great success. My thanks to the Master Trainers - Michelle Frederick, Wally Glasscock, Carol Trexler, and Nancy Yeroshefsky—for all their hard work and continued dedication to this important offering.

#### INSTITUTE FOR FACILITIES MANAGEMENT

As APPA's premier educational offering, the Institute continues to provide a solid professional development tool to the membership. Our most recent program, held in Newport Beach, California in February was marked by sold-out and record high attendance of 548. The Institute continues to welcome nearly 1,000 participants annually for top-notch training in the facilities profession. Thank you to the faculty who gave of their time, talent, and valuable skills for each Institute. My thanks to the Deans - Jay Klingel, Mary Vosevich, Lynne Finn, and Don Guckert—for all their hard work and continued dedication.

#### LEADERSHIP ACADEMY

April 2008 marked another sold-out offering of the Academy in Scottsdale, Arizona, with nearly 150 professionals from across the United States, Canada, and England. The energy and commitment of the participants was positively palpable at the graduation ceremonies, and I know that these individuals carry this home to their institutions with a renewed commitment to excellence. Academy Deans are currently working to establish additional faculty as well as back up faculty to ensure continuity of the program. Additionally, the Deans of Track 4 are launching their revamped content which really engages the individual in striving for the optimum organizational structure. My thanks to the Deans—Doug Christensen, Glenn Smith, Ann Jenkins, James Cole, David Judge, Bill Daigneau, Maggie Kinnaman, Tom Stepnowski, and Jack Hug—for all their hard work and continued dedication.

#### APPA 2008

As I am sure you are aware our new format change for APPA 2007 yielded a very successful event, and APPA 2008: The Rise to Greatness is gearing up to be just as successful. APPA 2008 will help us climb toward peak performance by offering sessions to challenge, motivate, and transform you and your facilities operations. Programming that has been designed by facilities professionals for facilities professionals will focus on

Leadership & Collaboration, Solution Revolution & Technology and Connection & Communication. Headliners are Dr. John Maxwell, Marcus Buckingham, James Kouzes, Don Tapscott, and Stephen M.R. Covey. Each day will give you multiple perspectives to help you establish a steady grip on your rise to greatness. The enhanced framework will again consist of daily opening plenary and general sessions, followed by panel sessions and breakout sessions designed to provide practical tools to use on current and future projects on your campus. We have added a Companion program and are also working with a local committee and the visitors bureau to enhance local knowledge and communication. Work on APPA 2009 has already begun! My thanks to the Planning Subcommittee—David Gray, Vickie Younger, Marion Bracy, Anita Bailey, Mark Valenti, Matt Adams, Fred Plant, Ruthann Manlet, and Ben Elisondo—for all their hard work and continued dedication.

#### SFO SUMMIT

Coming off their inaugural offering of SFO Summit 2007, the programming committee considered lessons learned and created a format for 2008 that is a “must attend” for senior facilities officers. We continue to be encouraged that this invitation-only event will address the needs of this facet of APPA's membership and provide an arena to network with colleagues and determine the future of facilities on their campuses. My thanks to the Planning Subcommittee - Terry Ruprecht, Frank Brewer, Kevin Folsom, Brooks Baker, Steve Kraal, Fred Plant, and Curtis Reynolds—for all their hard work and continued dedication.

#### FINAL NOTES

All of these activities would be impossible without the incredible support of the APPA staff, most notably Suzanne Healy, director of professional development. She, and each member of APPA's staff, takes multitasking to new levels. Their talent and dedication are truly awesome to witness and I am indebted to them.

Lastly, thank you for the opportunity to serve this organization and the membership as Vice President for Professional Development. The last two years have been an honor and a privilege. The experience of working with so many dedicated, creative individuals has been extraordinarily rewarding. Your new Vice President, David Gray, and I are already working to ensure a smooth transition. David will be a wonderful addition to the APPA leadership team and I look forward to working together. There are experiences in life that we remember as highlights. This will truly be one of mine! ■



# EXECUTIVE VICE PRESIDENT'S REPORT



By E. Lander Medlin

Indeed these are uncertain economic times for education – locally, nationally, and globally. Although public perception of the value of a college education remains strong, the energy crisis is eclipsing all other factors contributing more significantly than

ever to the funding challenges we all face.

APPA is no different. Yes, APPA's membership participation in educational programs and engagement in the work of the improving the profession remains high and productive. And, our diverse portfolio of programs, products, and services continues to serve us well. Nonetheless, we must report a year-end deficit of \$196,424. By large measure this deficit is a reflection of our continued commitment to the investment in our 7 Key Strategies. Unfortunately, we could not mitigate the revenue and expense shortfalls from the APPA 2007 conference and inaugural Senior Facility Officers (SFO) Summit. We are moving in a more positive direction this year and will continue our efforts vociferously. In addition, cash outlays for the development and execution of the certification program are significant, however, we are already beginning to see a return on the investment. The good news is our operating reserves fund of \$973,000 remains intact representing over 75 percent of our long-term, Board-directed cash reserves goal. And, most categories of our budget achieved or exceeded the budgeted targets set by the Board for revenue generation and expense minimization. In addition, we own our headquarters building outright valued at \$2.3 million. As such, APPA remains the "association of choice" serving educational facilities professionals with a myriad of professional development and leadership growth opportunities that are positioning us for the future.

Under the excellent leadership of President Alan Bigger, we have completed the second year of our five-year strategic plan to effectively implement the 7 Key Strategies.

As we complete various aspects of the 7 Key Strategies, the clarity of focus and direction is sharpened and crystallized in ways that increase value to our members in both tangible and intangible ways. Our programs, products, and services have transformed into a professional development career continuum that is unparalleled in the industry. Our role to transform educational facilities professionals into influential leaders in education is taking shape. Further, implementation and execution of these 7 Key Strategies

is critical to delivering the desired outcomes of competency, collaboration, and credibility for our members. This remains a consistent key message and laudable goal for the association. Our continued work on each of the 7 Key Strategies is reflected throughout each of these three Cs.

## 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 web-based *2006-07 Facilities Performance Indicators* (FPI) and dashboards and our newest books *The Green Campus* and the significantly revised edition of the *Environmental Compliance Assistance Guide* (published in collaboration with the Campus Safety Health and Environmental Management Association (CSHEMA) along with *Buildings. . . The Gifts That Keep On Taking: A Framework for Integrated Decision-Making* and *Leadership in Educational Facilities Administration, Making the Case for Renewable Energy* (published in collaboration with NACUBO and SCUP), and *Stewardship & Accountability in Campus Planning, Design & Construction*, you should quickly ensure that it does.

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](http://www.appa.org); and the APPAinfo discussion list that boasts over 1,000 subscribers. In mid-January, we relaunched the APPA website to represent our updated, transformational brand identity. The site is indeed becoming the "go to" resource for educational facilities questions.

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 knowledgeable and informed decisions for your institutions.

Over a dozen research projects have been completed to date. Completion of APPA's two major sponsored research projects: *Buildings. . . The Gifts That Keep On Taking: A Framework for Integrated Decision Making*, which demonstrates the importance of integrated resource planning and management for both capital development and renewal/maintenance of all facilities, and *The Impact of Facilities on*

*Student Recruitment and Retention* both significantly contribute to the body of knowledge for the facilities profession and ultimately impact decision making by education's senior institutional officers. Please make sure you get more detailed information from APPA's website on these two projects.

Finally, as part of our strategy to expand research, APPA, through the gracious sponsorship of Jacobs Carter Burgess, delivered its third annual Thought Leaders Symposium in April 2008. In essence, a group of key higher education stakeholders consisting of chancellors, presidents, regents, business officers, facilities professionals, and representatives from the business community are assembled annually and engage in a day-long discussion of several drivers of change expected to shape the future of higher education and their impact on facilities. The specific trends in higher education and the top ten critical facilities issues for fiscal years 2006 and 2007 are published as monographs and have been disseminated to facilities professionals and senior institutional officers. The third Thought Leaders Symposium focused on the criticality of workforce demographics and accountability in higher education, and the impact of institutional resistance to change on both these major trends.

I am also pleased to report that APPA (through the generous sponsorship of Affiliated Engineering, Inc.) launched a second Thought Leaders workshop focused on delivering a "Practical Implementation Guide for Reducing the Campus Carbon Footprint." We plan to deliver this monograph to the community later this coming fall.

It is just this type of research that will brand APPA as the "go to" resource for educational facilities questions. And, it is through these research findings and thought-provoking symposia that we will increase the awareness of the facilities profession with senior institutional officers and enhance the credibility of the educational facilities professional.

The content and appeal of APPA's vast array of educational programs (Institute for Facilities Management, Leadership Academy, and the Supervisor's Toolkit) provide members with the professional and personal growth and development needed to compete and collaborate effectively in today's environment. These educational programs are truly cutting-edge. And, to meet your continuing education/ licensure requirements, look for the CEUs and PDHs available for many of the courses offered at these educational programs.

Of particular note is the complete reformulation of APPA's annual conference (now simply called "APPA 200X"). We have featured best-of-breed speakers who will focus on the future

solutions to our most pressing issues. The enhanced framework consists of a daily opening plenary session, followed by panel discussions and breakout sessions designed to provide practical tools and technologies for current and future projects, to bolster your skills, and to prepare your organization for the next generation of facilities management practices. This approach strengthens this offering in a number of ways and ensures differentiation from regional and state or chapter meetings. Also, we will again deliver a distinct program strictly for senior facilities officers called the Senior Facility Officers Summit within the same venue. These two educational programs will serve the continuing professional development needs of mid-level managers, directors and senior facilities officers. These activities are considered essential by the volunteer leadership to provide for a continuum of professional development opportunities for the educational facilities professional.

To add to this continuum of professional development opportunities and to complement our competency-based programs and services, APPA's Board of Directors approved the development and execution of a certification program comprising two credentials. The first credential is a knowledge-based credential called the EFP (Educational Facilities Professional) targeted to the *younger*, less experienced educational facilities professional. A preparatory course has been delivered numerous times this year and in conjunction with our major educational offerings. In fact, the first exam for the EFP occurred September 14, 2007 in Phoenix, Arizona following the Institute for Facilities Management. As a result, several dozen individuals have now achieved the status of EFP. The second credential will be a full certification for the more *experienced* educational facilities professional (CEFP – Certified Educational Facilities Professional) incorporating both the body of knowledge of educational facilities management and successful demonstration that knowledge has been applied at the institutional level. The CEFP designation will launch this fall and the first exam will be available in January 2009 at the Institute for Facilities Management. Both these credentials are essential for the future engagement of our young facilities professionals in APPA and the educational workplace and to increase the credibility of the facilities profession at educational institutions.

#### COLLABORATION

Strategic collaboration and partnering continues to occur on a number of fronts and increases the depth and breadth of research and information and ultimately the value you

receive as part of your membership. APPA's latest work with NACUBO, SCUP, and the EPA through the Smart & Sustainable Campuses Conference and HEASC (Higher Education Associations Sustainability Consortium) are expanding the collective knowledge and network for institutional sustainability programs. To this end, APPA (with significant sponsorship from AEI) will be offering a pre-conference, day-long workshop in conjunction with the AASHE (American Association for Sustainability in Higher Education) conference in Raleigh, North Carolina, in November 2008.

The joint ACUHO-I/APPA Facilities Conference remains a very successful program offering for both the campus housing and facilities professional. This program is offered annually each fall.

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 our members and provide opportunities for more meaningful engagement by young facilities professionals. Visit our website for more details about our combined offerings to take advantage of these relationships.

#### 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), 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. Visit our website for updates on progress and utilize the associated web-based education compliance assistance center for your information needs ([www.educationcompliance.org](http://www.educationcompliance.org)).

The explosion of regulatory issues and code compliance has driven the establishment of a Code Advocacy Task Force by the APPA Board. The task force is presently aligned under the duties and responsibilities of the Vice President for Professional Affairs. Look for more information on these important developments during the coming year on the APPA website.

The clarity of APPA's brand purpose "to transform the educational facilities professional into influential leaders creating supportive and inviting learning environments" is integral to all we do. And, APPA's role in increasing the awareness of the facilities profession with senior institutional officers will remain a strategic driving force on behalf of the education facilities profession. Our brand identity in education is reflective of this purpose and role and its on-going attainment. Our commitment to programs, products, and services that improve the facilities professional's competency remains unparalleled in the field of educational facilities. By coupling this increased competency with our collaborative strengths, the credibility of our members and the profession is further enhanced.

APPA's competitive advantage in this rapidly changing and challenging world stems from your active engagement across our professional development career continuum where you will find programs, products, and services of great value as you wisely choose membership in this association. The decisions you face and the priorities you make must be strategic. We are pleased to be part of your strategy for your individual professional development, the training and development of your organization's staff, and for continuous institutional improvement.

We appreciate the value you place on your membership in APPA and in our professional development programs, targeted publications, and meaningful recognition and awards programs. 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. In addition, we will remain diligent in our efforts to fully implement the 7 Key Strategies considered essential to the focus and direction of the profession and the association well into the future.

Through the vast array of educational offerings, print and electronic information, research, and publications, and this rich network of professionals, APPA can help you gain that competitive edge and enhance your professional image.

Certainly, the continued challenges we face as an association, as educational facilities professionals, and as an industry sector will require our best collective and collaborative efforts. Your contributions will be key in helping to shape the future of education. APPA's contributions will be key as a significant voice on strategic institutional issues for the educational facilities profession. ■

# 2009

FOCUSING ON THE CRITICAL FEW



## SAVE THE DATE

JULY 8-10 2009



JULY 8-10, 2009  
VANCOUVER  
CANADA





**Best and Brightest**

MICHIGAN STATE  
UNIVERSITY

Last year Michigan State University celebrated its sesquicentennial, one hundred and fifty years of excellence in higher education. Founded in 1855 and later designated one of the earliest land-grant institutions in the United States, MSU has evolved from an education icon in the state of Michigan to a teaching and research university esteemed throughout the world. 4,500 faculty and academic staff. 6,000 support staff. 45,000 students. On a 5,200-acre campus with over 660 buildings. Their touchstone for meeting the challenges of change: "Boldness by Design." Their Integrated Workplace Management system of choice: FAMIS.

**The Best and Brightest use FAMIS.**

***famis***<sup>™</sup>  
*an accruent company*

FAMIS Software, Inc: 4 Plaza, Suite 1000 • Irvine, CA 92614 • 800-774-7622 • [www.famis.com](http://www.famis.com)

Facilities Management • Maintenance & Operations • Real Estate • Project Management • Performance Management