



As the new year begins in the

midst of a continuing economic recession, our colleges, universities, schools, and districts are wrestling with the realities of reduced funding, limited human resources, and greater pressure to perform well within those restrictions. Reduced endowments, skyrocketing enrollments, and slashed state funding also contribute to this milieu.

These very attributes, however, contribute to an environment in which our educational facilities professionals work to be innovative and creatively solutions-oriented in their support of the institution's goals, mission, and current requirements. The practical, problem-solving abilities within facilities management will help guide our schools into the next successful chapter of educational growth and purpose.

This issue of *Facilities Manager* takes a look at one important area in which we need to be active participants—capital investment in the built environment. What will that mean in the new decade? How best do we invest in our infrastructure and our new and continuing programs? What decisions will we have to make?

We are pleased to provide in this issue a short excerpt from a new APPA book, *Strategic Capital Development: The New Model for Campus Investment*. Written by blue-ribbon authors Harvey H. Kaiser and Eva Klein, this new book lays a solid foundation for the context and potential solutions for strategic and appropriate campus investments in facilities. Sample models and in-depth case studies are included, and the book is extensively illustrated.

Also in this issue, Joe Whitefield provides a serious and timely discussion of capital renewal and deferred maintenance, and how they can become a “spoiler” for more high-visibility campus programs. The perception, and unfortunate resulting reality, of funding for capital renewal takes away from the

“priority” issues on campus. Joe presents a valuable perspective on maintaining all the priorities for the institution's well-being.

Commitment to its facilities as supporting resources is tremendously illustrated by the State of Mississippi in the recent completion of an assessment of the facilities operation at all eight universities in the system. APPA Fellow Jack Hug served as the team leader for the entire project, conducted through APPA's Facilities Management Evaluation Program, and he shares the process and outcomes in this issue. We urge other systems to consider adopting the same evaluation concept for its own institutions; the benefits are many, and APPA can work with you to customize an effective assessment program.

And we've also included an article on the topic of better understanding and working with our younger employees. Darcy Loy presents a useful guide on Generation Y and the Millennials, which, when it comes down to it, relates specifically to succession planning.

Happy New Year to all. ☺

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