



Book Review Editor: Theodore J. Weidner, Ph.D., P.E., AIA

Without leadership we have chaos, and this month's offerings help eliminate the chaos of doing our jobs. I am particularly happy to have an opportunity to review APPA's latest publication and to recognize the authors for stepping up to share their thoughts. Whether you're enjoying the summer on vacation, attending a conference, or just getting things done at work, take advantage of opportunities to read.

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STRATEGIC CAPITAL DEVELOPMENT: THE NEW MODEL FOR CAMPUS INVESTMENT

By Harvey H. Kaiser and Eva Klein, APPA, Alexandria, VA, 2010, 172 pages, softcover, \$70 (APPA member), \$82 (nonmember).

For 30 or more years we have paid close attention to the condition of facilities. We have argued—mostly unsuccessfully—that we need more money to maintain facilities because they were old and needed updating. We have also argued that quality facilities attract

and retain quality faculty and students. However, facilities are not the primary mission of the college or university; our arguments and requests have fallen on deaf ears. We meet annually to discuss ways to do our job better and to increase funding for facilities because it will benefit the entire campus. We take back to our institutions the latest techniques used by the one successful person at the conference. And, we get the same response – no funds for renewal. The latest rallying cry is to have a “seat at the table.” but exactly how to get that seat has been elusive.

Now, the dean of facility reinvestment, Harvey Kaiser and co-author Eva Klein, have gathered their experiences and wisdom in *Strategic Capital Development: The New Model for Campus Investment*. They have redefined the tools of the trade. They have described what we should have been doing all along.

Facilities are a cost, a drain on campus resources, “the gifts that keep on taking.” They are also an asset, the physical presence of the campus and place where the academic mission is accomplished. The appearance of the facilities provides an indelible image of the institution for those too young to attend and for the very old to reminisce about identifying how the physical campus fits with the institutional mission and goals is difficult, but an essential element of what facilities officers must do to be “at the table.”

Kaiser and Klein utilize their own knowledge, other APPA publications, and other authors' works about facilities to move to a more effective way of describing facilities and identifying how to be effective as a facility leader for the organization. Beginning with examples of campuses that recognized the importance of the physical assets to the academic mission, they develop the case of broad-based involvement

and thinking. They move from strategic planning to master planning. They walk through space analysis to facility assessment. Finally, they weave these together with financial planning and funding scenarios. All these form a coordinated and logical strategic capital plan. The goal is to create a plan that is not about facilities, not about students or faculty or alumni or donors. The plan is about where the institution is going and what the facilities must do to get there.

The answers are not given; the diagrams and flowcharts outline a great deal of work. The process is clear and it may be a multi-year effort to analyze what the campus has; where the faculty, administration, and board want the institution to go; and integrate the goals, mission, and aspirations together to create a successful facilities plan. The plan may include removal or elimination of facilities, the development of new facilities, or a major reinvestment in current facilities. But the plan won't recommend reinvestment for the sake of the facilities.

For years, APPA has been moving toward the message of *Strategic Capital Development*. The programs, research, and continuing education offerings have been moving this way for a decade or more. Now we see the fruits in a modest-sized volume that raises the bar. It presents strategic thinking about facilities in a new light and provides the reader with an opportunity to *be at the table*. It should be in every facility officer's library, it should be dog-eared and heavily annotated. It should be shared with those outside the profession. There are opportunities here that should not be missed. ☛

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