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APPA's New Strategic Plan

By E. Lander Medlin

Since its founding in 1914, APPA has become a premier association serving its diverse membership of international educational institutions in all areas of facilities management. APPA's programs, products, and services are designed to equip facilities professionals with the technical knowledge and necessary administrative acumen to fulfill their vital role in both managing educational facilities, and pursuing proper organizational alignment with the institutional vision, mission, and strategy.

International APPA's newly developed strategic plan has taken into account the responses to and recommendations from the most recent member survey; a review of numerous studies; and the APPA/Regional Relationship Task Force outcomes to evaluate the association's performance and give direction for the future. Indeed, this strategic plan is a living, breathing document that will change somewhat over time. However, its purpose and intent is to set the association's direction and allocation of its resources. This involves thinking strategically about actions that are necessary to support International APPA's mission, while maintaining programmatic viability and financial stability. These issues and elements are captured in the new Strategic Plan that is intended to strengthen the overall position of the organization, and most importantly, its members. This plan contains "Objectives" that articulate the desired results, "Five Leading Strategies" that define actions, and "Five Foundational Elements" that are keys to success by further buttressing each of the strategies to achieve the objectives and outcomes over time.

THE FIVE LEADING STRATEGIES ARE:

1. ENGAGE ALL STAKEHOLDERS:
Develop and implement Engagement Plans for all stakeholders both internally and externally. Establish localized delivery systems that touch stakeholders at their time and place of choice.

2. BROADEN THE MEMBERSHIP:
Develop and implement Recruitment and Retention Plans with packaged programs, benefits, and services that effectively target varied market sectors and expand market share.

3. DEVELOP FUTURE LEADERS:
Develop and implement plans to create, engage, and replenish a future generation of leaders. Define appropriate roles and responsibilities for APPA International and its regions and chapters to ensure a consistent, smooth and well-orchestrated delivery system exists. Further assess important generational differences to ensure succession planning is "considered" and effective. Partner with accredited educational institutions with Facilities & Construction Management related degree programs to groom future leaders.

4. ENHANCE PROFESSIONAL DEVELOPMENT OFFERINGS:

Develop and implement training and development offerings in collaboration with the international community, its regions and chapters to ensure content meets the needs of all stakeholders in the educational community. Further clarify and utilize the APPA designed "professional development continuum" to aid in targeted career planning for all stakeholders.

5. EXPAND RESEARCH:

Expand research to build credibility and assure broad dissemination to all stakeholders. Increase collaborative opportunities with external organizations and agencies. Ensure that the Body of Knowledge remains fresh, vibrant, and up-to-date for use by all stakeholders at their time and place of choice.

THE FIVE FOUNDATIONAL ELEMENTS ARE:

1. COMMUNICATION PLAN:
Refine and implement communication systems that are effective throughout all levels of the APPA organization. Clarify relationships, roles, and responsibilities to ensure consistency of brand messages and all communications are well understood. Translate information into useful and meaningful knowledge that is highly accessible.

2. MARKETING PLAN:
Develop and implement an integrated marketing plan by tailoring messages to targeted market sectors and further defining APPA International's

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value proposition. Increase awareness of and value for the facilities profession with senior institutional officers.

3. TECHNOLOGY PLAN:

Fully leverage computer/Web-based and other effective technologies. Employ targeted activities that enhance and expand the role of technology in

APPA International’s content and delivery systems.

4. METRICS & MEASURES THAT DEFINE SUCCESS:

Develop and utilize metrics to assess reliability and viability of all APPA programs, products, and services. Establish measures that define “success” and

thereby enhance the effectiveness of plan execution.

5. RESOURCE MANAGEMENT:

Identify resource requirements necessary for short- and long-term feasibility of operational planning and implementation. Utilize cost/benefit analyses, ROI, established benchmarks and metrics, and feasibility criteria in making go/no-go decisions of programs and services to ensure continued financial health and stability.

Furthermore, these five foundational elements will be embedded in every strategy. They represent key support actions that will be essential—albeit critical—for program viability, successful delivery, and ultimate achievement of each strategy.

By targeting our actions strategically, and effectively utilizing and leveraging our resources, we should be able to achieve our stated “Objectives”/outcomes of

1. a fully engaged group of stakeholders,
2. across an increasingly diverse membership body,
3. where there is greater alignment and synergy amongst and between international APPA, its regions, chapters, and international alliances,
4. thereby, achieving measurable influence and credibility throughout the entire educational enterprise.

Through this type of targeted focus and direction, APPA will remain the association of choice for educational facilities professionals and their institutions worldwide. ☎

Lander Medlin is APPA’s executive vice president; she can be reached at lander@appa.org.

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Before



After



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SERVICE:				
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Remove Water Under Tile	✔ Yes		✘ No	
Eliminate Grout Maint.	✔ Yes		✘ No	
Repair Cracked Tile	✔ Yes		✘ No	
Change Tile & Grout Color	✔ Yes		✘ No	

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