

LEADERSHIP CHANGE

Despite the slow-to-recover economy and continued spates of large-scale reorganizations and staff layoffs, campus facilities management leadership continues to be fairly solid and consistent. It's a common trend to see changes in president, provost, and even the chief financial officer every few years, but their success at a new institution involves not only the fresh leadership and strategies that they themselves bring, but also how well they know and leverage the consistent backbone of longtime employees in facilities, procurement, student affairs, environmental health and safety, institutional research, and many other critical campus functions.

But what are the qualities you need to possess as a new leader to an organization that has seen difficult or entrenched policies and practices? How do you enhance your own leadership skills and those who work with you? Reading the articles by Darcy Loy and Larry and Janet Klumas will give you an excellent head start on the key factors to help you succeed.

You will also want to attend APPA's four-track Leadership Academy offered twice each year as part of our APPA U programming. The Academy takes you on a journey that begins with focusing on your individual effectiveness skills, followed by interpersonal effectiveness, managerial effectiveness, and concludes with organizational effectiveness. The next sessions of the Leadership Academy are January 22-26, 2012 in Hilton Head, South Carolina, and September 23-27, 2012 in Vancouver, British Columbia. For more information and to register, visit www.appa.org/training/academy.

As a new or longtime leader in campus facilities, you will also want to acquaint yourself with APPA's Thought Leaders Series. Since 2006, APPA has

convened an annual facilitated symposium of leaders in higher education—presidents, provosts, business officers, trustees, student affairs and housing officers, facilities professionals—and consultants and experts in information technology, human resources, procurement, and other campus areas.

Become familiar with the topics, themes, and questions generated by each year's Thought Leaders report. Make the connections between the issues having an impact on the campus as a whole and how the built environment might be affected, and utilized, in the planning and programming of campus facilities.

The 2011 Thought Leaders report, *Workplace Demographics and Technology: Challenges and Opportunities to the Campus Mission*, is available at no charge to APPA member institutions through the APPA bookstore at www.appa.org/bookstore. You can also access past Thought Leaders reports at www.appa.org/tools/measures/tls.cfm.

Leadership is everyone's role and responsibility, both personally and professionally. APPA has numerous resources to help you help your facilities operation and your educational organization. Don't hesitate to call on us to assist you. ☎



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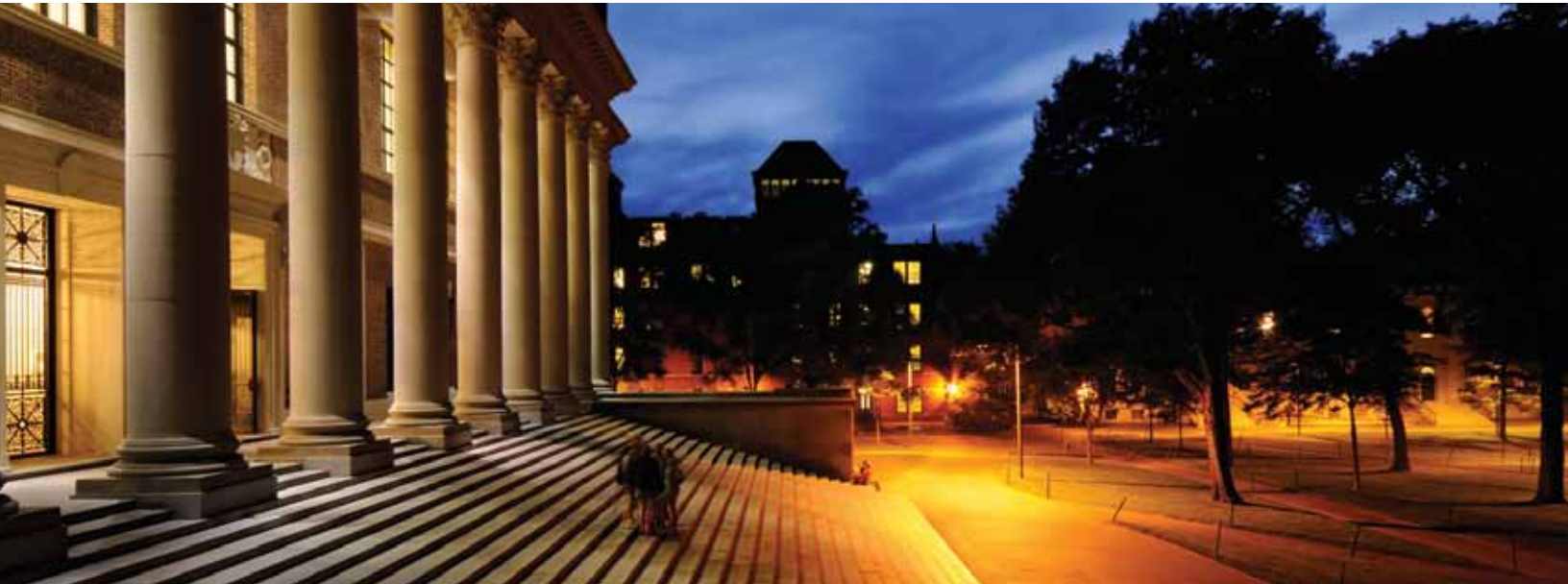
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APPA promotes leadership in educational facilities for professionals seeking to build their careers, transform their institutions, and elevate the value and recognition of facilities in education. APPA provides members the opportunity to explore trends, issues, and best practices in educational facilities through research, publications, professional development, and credentialing. Formerly the Association of Physical Plant Administrators, APPA is the association of choice for 5,200 educational facilities professionals at more than 1,500 learning institutions throughout the United States, Canada, and abroad. For more information, visit us at www.appa.org.

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