

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

## As APPA's new leadership

introduces new ideas about advancement and change, it seems fitting to review some books that address change and process improvement. I hope you benefit from these books as much as I have.

### BENCHMARKING & ORGANIZATIONAL CHANGE, 2ND ED.

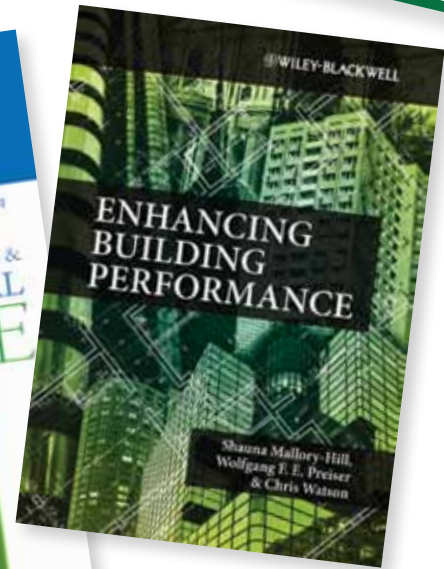
Mohammad H. Qayoumi, Ph.D., APPA, Alexandria, VA, 2012, 74 pages, soft cover, \$32 Member / \$45 Nonmember

The only constant in life is change, and educational facility officers are seeing more and more change every day. Indeed, higher education is experiencing pressures to change in many areas that inevitably fall onto the facilities sector. Even though the buildings on your campus may not currently be experiencing change, change is occurring everywhere, and your organization must lead some changes in order to survive.

Mo Qayoumi, APPA Fellow and

THE FOCUS OF THE BOOK IS NOT THE CURRENT, EXTERNAL PRESSURES FOR HIGHER EDUCATION TO CHANGE. INSTEAD, IT IS ABOUT HOW ONE IDENTIFIES, MANAGES, AND IMPLEMENTS CHANGE.

president of San Jose State University, has updated his *Benchmarking & Organization Change* book of 2000 with this new edition. The changes that have occurred in higher education since then may seem small to us now, but in reality, they were huge. And Mo has been involved in many



of these changes at the universities he led during that time. His campus leadership provided him with significant insights to what it takes to accomplish change, which he shares in this new edition.

However, the focus of the book is not the current, external pressures for higher education to change. Instead, it is about how one identifies, manages, and implements change. *Benchmarking* provides a clear outline (not detailed instructions) on the concepts of benchmarking, how to avoid aiming for the middle, and utilizing the system to identify or create best practices for your organization. There are chapters explaining why benchmarking is important, how it benefits the organization and any resultant organizational changes, how to ensure its success, and how to leverage the information gathered to address future needs. It's just the information any good leader needs to make keep an organization successful.

While facility officers may not be responsible for instructional methods if the general physical requirements of the campus change, facilities must change, too. Our success in how we maintain the buildings and campus during and after the instructional changes will be an indication of how well we can succeed at change,

too. Organizational change is a constant in higher education now, and *Benchmarking* is an excellent resource for APPA members.

### ENHANCING BUILDING PERFORMANCE

Shauna Mallory-Hill, Wolfgang F. E. Preiser, and Chris Watson, editors, Wiley-Blackwell, Oxford, UK, 2012, 320 pages, softcover, \$115.

APPAs members have long known about the importance of thinking long-term when designing a new building or major renovation. Appearances aren't everything: what's behind the walls, above the ceilings, and under the floor can mean more about the success of the building than what appears in magazine photos or praises at the ribbon cutting. Problems arising from shallow thinking during the design phase appear after the building is occupied and used.

The challenge is that we often struggle to explain the importance of better planning and testing of design; careful thought about what the occupants really want or need; how the building will be operated or changed in future; and how the built environment responds to the natural environment. It's not that we aren't good communicators, we just don't have the

data or a systematic way of getting the data. The editors of *Enhancing Building Performance* have spent years studying the subject and looking for others who have developed better ways to manage the design process, and measure the resultant project so process improvements can be made in future.

This is not an easy read. But then building design and construction, particularly in a higher education environment, is not easy either; it is serious business and the articles reflect that. The book comprises the work of 40 international experts in building design, evaluation, and process improvements. It is arranged in six major sections that conclude with the history of "Step M," the post-occupancy evaluation process. (For more information on Step M, see *The Architect and His Office*, Royal Institute of British Architects, 1962. Yes, 50 years ago!)

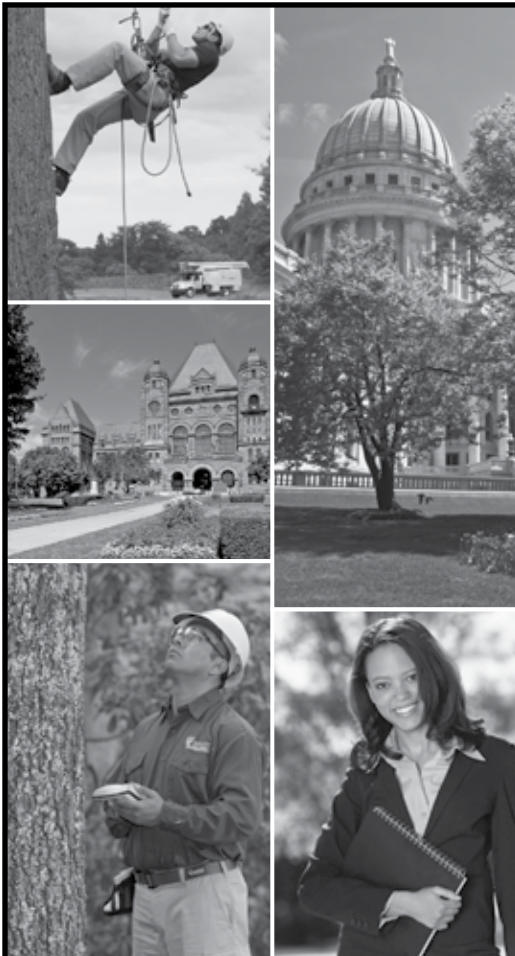
**THIS IS NOT AN EASY READ. BUT THEN BUILDING DESIGN AND CONSTRUCTION, PARTICULARLY IN A HIGHER EDUCATION ENVIRONMENT, IS NOT EASY EITHER; IT IS SERIOUS BUSINESS AND THE ARTICLES REFLECT THAT.**

What I liked the most about this book are the case studies and process diagrams. They provide examples and guides to manage the design process in a collaborative yet focused way. What's missing is a description of the traits possessed by people who can be successful at managing the process. Because ultimately, it's a people management process.

This compilation of articles and studies of how to incorporate post-occupancy evaluation into the planning and design process is a valuable resource. Any facil-

ity officer facing continuing pressures to work better and smarter in one of the most expensive processes any building owner experiences will find it beneficial. I predict, if used successfully, it is further evidence that many of APPA's recommendations and best practices identified over the years has stood the test of time. ☺

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