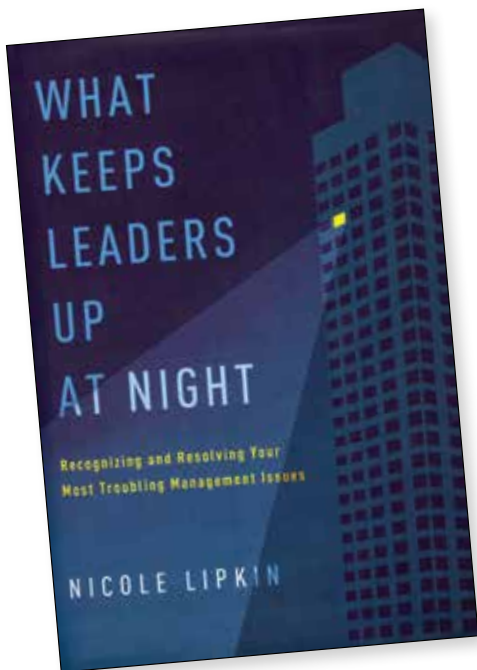




Book Review Editor: Theodore J. Weidner, Ph.D., P.E., CFP, AIA

Leadership takes many forms

and requires constant attention and effort. My hope is that the two books reviewed in this issue identify some things that have affected you as a leader, and provide you with some ideas for a New Year resolution. Happy reading!



WHAT KEEPS LEADERS UP AT NIGHT: RECOGNIZING AND RESOLVING YOUR MOST TROUBLING MANAGEMENT ISSUES

Nicole Lipkin, AMACOM, New York, 2013, 237 pages, \$21.95 hardcover.

For some, leadership comes easily. Others need to work at it. Maintaining leadership, forward momentum, and success requires special talents and management. That's what Nicole Lipkin discusses in *What Keeps Leaders Up at Night: Recognizing and Resolving Your Most Troubling Management Issues*.

Based on her personal experience (and failure) with leadership of her own consulting company, Lipkin uses her expertise in clinical psychology and business to present eight issues that result in leadership failures. Each issue is described with multiple examples that look at different facets of each issue. Many of the examples are timely and topical for facilities officers. Most of the examples come with a description of the psychology behind the situation, and the psychological background is not overly technical or theoretical.

MAINTAINING LEADERSHIP, FORWARD MOMENTUM, AND SUCCESS REQUIRES SPECIAL TALENTS AND MANAGEMENT.

The issues or situations presented dovetail well with many of APPA's Leadership Academy principles, the BOK, and presentations at APPA events, such as listening to others for ideas, being supportive but demanding, controlling one's temper, dealing with change, and working with others. While I prefer hands-on learning because it usually results in deep, long-lasting learning, using a book such as *What Keeps Leaders Up at Night* can be a good refresher for APPA U courses.

Regardless of your learning style, this book is a good reference that highlights leadership issues and potential solutions that will support some of the leadership challenges faced by APPA members.



THE FACILITIES COMMITTEE

Harvey H. Kaiser, AGB Press, Washington, DC, 2012, 42 pages, \$20 softcover (available from APPA's bookstore).

The governing board of a college or university is the highest authority at the institution, and responsible for the institution as defined by enabling legislation and administering the board's bylaws. The Association of Governing Boards of Universities and Colleges provides resources to assist boards and campus leadership through monographs such as *The Facilities Committee* by Harvey Kaiser. The board's facilities committee is important because except for a dozen or so campuses, the campus facilities portfolio exceeds the value of the endowment.

Senior facility officers must be aware of the board facilities committee and how to keep them aware, but not neces-

sarily involved, in the successful management of the campus physical plant. *The Facilities Committee*, in addition to providing the board audience with clear recommendations, is a useful document for facilities officers, by providing a clear understanding of what makes a successful relationship between the board and management.

The facilities portfolio—the buildings, utility distribution infrastructure, landscaping, and hardscapes—merit and typically receive the attention of the governing board through a separate committee. The challenge for the facility officer is to work and report to the board in such a way that the board focuses on its mission and strategy

and doesn't micromanage the facilities operation. I've worked for and consulted with many institutions and have seen a wide range for behaviors. Those facility operations that had difficult relationships in the facilities area were missing or ignoring some key recommendations found in *The Facilities Committee*.

APPA members are fortunate to have access to tools that help address the recommendations found in Kaiser's monograph. The FPI and associated publications provide a foundation to respond to the recommendations. While it is recognized that the senior facilities officer may be removed from changing the details of the board's bylaws,

the SFO has the ability to influence the board and campus executives. This can be done by responding with best practices identified in *The Facilities Committee*, which is why this monograph is a good reference for your facilities bookshelf. ☛

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