



While APPA's new president may be unique in several ways, he prefers to be thought of as simply one of the many dedicated members of both the educational facilities management profession and its leading association.

As APPA enters its second century, **Randolph Hare**, APPA's 2014-15 president, is the association's first African American top volunteer leader. Coming from a smaller institution—he's director of maintenance and operations at Washington and Lee University in Lexington, Virginia—also makes him stand out from the crowd.

"It's an honor and privilege to serve as APPA president, *period*," said Hare. "To be associated with one of the association's significant milestones is also gratifying. It is rewarding to be affiliated with an organization that embraces diversity. The fact that it just so happens that I'm the first African American APPA president—if that is a milestone, that's fine—but to me, it's simply an example that APPA embraces diversity. I am in no way the only person qualified to be president. I don't feel I'm special."

DEVELOPING A LEADERSHIP STYLE

Working at a smaller institution has been important to Hare's management and leadership



Washington and Lee University was named for George Washington and Robert E. Lee, who served as its president after the Civil War.

PHOTOS BY KEVIN R. REMINGTON, UNIVERSITY PHOTOGRAPHER

RANDOLPH HARE

Pledges Collaboration and Engagement as New APPA President

By Ruth E. Thaler-Carter

style. “My style of leadership has always been collaborative,” he said. “I believe in reaching out to engage people and foster grassroots efforts and initiatives. I think that, as a leader, you should set the tone and work to get others to embrace your goals and move forward.”

Hare sees the environment of a smaller college as one that fosters a certain way of interacting with colleagues in facilities and throughout the campus that translates well to the association environment. “My professional experience at a smaller university has allowed me to become involved in all aspects of university life and deal with the full gamut of issues facing the institution,” he said. “We face the same issues as larger institutions, but the issues are scalable. Not different, just scalable.”

Hare has found that being at a smaller school also provides an opportunity to develop relationships throughout the university, rather than be isolated within the facilities department. “The environment fosters collegiality,” he said. “You get to know the full range of the community and develop personal relationships, which helps in resolving issues—it’s an advantage.” Yet another plus is that “you have to wear many, many hats,” Hare said. “You have to develop competencies in many areas.” Being involved in APPA has helped him face similar challenges and develop such multiple competencies, he added.

Hare has developed his leadership style in his role at Washington and Lee University, which he has held since 2008. Before that, he was assistant director and then associate director of facilities management. He came to the university after leaving the “corporate jungle” of New York City’s Madison Avenue, and he found that his background in management made him a good fit for a career opportunity at Washington and Lee. Since then, he has become certified in HVAC Mechanical Systems and earned an Electrical Systems Certificate from North Carolina State University and certification from the Professional Construction Estimators Association and the Association for Facilities Engineering (AFE).

Hare has seen recent economic realities forcing the school to reexamine its delivery of services and the way it uses and maintains its assets—challenges that, among others, he says “reinforce the need for the resources of APPA as never before.”

At Washington and Lee, Hare has managed maintenance, renovations, and construction projects totaling into the tens of millions of dollars. He has served on the Presidential Search Committee for the university and its Presidential Task Force on Women, and as a Discrimination Policy Adviser. He has also worked with faculty and board members on strategic planning for the university.

GETTING INVOLVED

Like many APPA colleagues, APPA’s new president came to the association through a coworker, and it only took one exposure to the offerings of APPA to make him a believer. “In the sum-

mer of 1992, my boss took me to an APPA annual meeting in St. Louis,” Hare recalled. “It was an amazing opening experience! I met with other colleagues facing the same issues and challenges. It was a great networking experience, too, and a resource for all the information and tools I needed. It brought together business partners. I was hooked on the organization and started attending more conferences and events, and getting involved.”

And involved he has been for the past 25 years. He served on the Information and Research Committee (2002-2006) as a representative of the Southeastern region (SRAPPA) during the period of transition from Comparative Costs and Staffing (CCAS) and Strategic Assessment Model (SAM) to the Facilities Performance Indicators (FPI) survey and report. As a result of his involvement in helping to develop and evaluate the FPI, he has a unique perspective on how to use and market this valuable



Right: Hare and the W&L facilities leadership team.

Below: The Collonnade at Washington and Lee.





Above: The Washington and Lee facilities department serves 2,200 full-time students on 400 acres in Lexington, Virginia.

Right: Lee Chapel, Washington and Lee University



tool for continual internal assessment and benchmarking with institutional peers. He also served as APPA's Vice President for Information and Research for two terms. While serving on the Executive Committee and working closely with the full Board of Directors, he was involved in developing APPA's Strategic Plan for 2011-2014.

Hare has co-presented at both SRAPPA regional meetings and CAUBO, the Canadian Association of University Business Officers. He is a member of AFE, a graduate of APPA's Institute for Facilities Management, and served as APPA's Board Representative on APPA's Center for Facilities Research Advisory Council. In addition, he participated in the 2012 Thought Leaders symposium.

Hare sees his APPA involvement as a natural extension of the value of belonging to the association. "APPA has given so much to me, as it does to every member, that, when presented with the opportunity to give back, I welcomed it without hesitation," he said in his election platform.

THE VALUE OF APPA

Over the years, Hare has only increased his appreciation for what APPA means to the profession of educational facilities officer. "I've discovered that APPA is the complete resource for educational facilities operations," he said. "The Body of Knowledge and the Institute for Facilities Management, for instance, cover every aspect of facilities operations. They're comprehensive, from organizational structure to management to HR to communications to technical competencies to financial aspects. As members, we're presented with best practices, business partner connections, and much more."

Hare values those programs and services on his own behalf, as well as seeing them as important for colleagues and institutions.

"APPA has been a tremendous resources for my own professional development and ability to be successful in my own career," he noted.

Because Hare sees APPA as good for his colleagues both on the institutional and individual levels, he has made a point of weaving association resources into his department and institution. "APPA is good for where you work," he said. "Our institution has immersed itself in APPA resources. We've hosted a regional meeting, a Drive-In Workshop, and the Supervisor's Toolkit, and are scheduled to cohost the Virginia state chapter conference next spring. Our staff attend the Institute and Leadership Academy, use the Supervisor's Toolkit, and are planning to get involved in the Emerging Professionals [EP] initiative." The Toolkit alone, he said, "has helped our entire facilities staff and elevated both our staff and our institution." Younger staff members are "very excited" about the EP initiative.

PORTRAIT OF AN INSTITUTION

Hare's institution may be on the smaller end of the scale compared to other APPA member campuses, but has a proud history and plans for growth. Founded in 1749, Washington and Lee is the ninth-oldest institution of higher learning in the United States and the first located off of the eastern seaboard. "At the time, it was out in the wilderness," Hare said. Its name-

sakes were two influential figures in American history; as the W&L website explains: “George Washington, whose generous endowment of \$20,000 in 1796 helped the fledgling school (then known as Liberty Hall Academy) survive, and Robert E. Lee, whose presidency and innovative leadership brought the University into the national limelight.” Washington and Lee University is known for its Williams School of Commerce, Economics, and Politics, as well as its graduate school of law.

“What’s attractive about our institution is that our alumni has distinguished themselves as leaders in the nation,” Hare said. They include a chief justice, senator, governor, and more. “We’re recognized as one of the top-tier liberal arts colleges and have a strong academic reputation.”

The school has 2.2 million square feet of facilities on more than 400 acres and 2,200 full-time students. It is adding a natatorium and 300 new beds, and is restoring the historic core of the campus.

Among the aspects of Washington and Lee that Hare finds valuable is its culture, which he aims to encourage at APPA as well. “Washington and Lee embraces work/life balance and is serious about sustainability,” he said. The school’s president signed the Presidents’ Climate Commitment in 2007 and the Talloires Declaration, a ten-point plan to incorporate sustainability and environmental literacy in teaching, research, operations, and outreach to other colleges and universities. A student-run honor system fosters a climate of trust. In addition, “We have a ‘speaking tradition’—members of the campus community regularly say ‘hello’ to each other and visitors—that reflects the warmth and civility of the school,” Hare said.

Just as APPA commits to providing professional development to its members and the profession as a whole, Hare’s institution invests in its people. “We have a commitment to professional development that goes beyond programmatic needs, which is huge,” he said. “As a department, we embrace a core values statement that involves mutual respect, teamwork, commitment, honor, customer service, and professionalism.”

One expression of Hare’s commitment to his institution is that he goes beyond the facilities arena to be involved in other aspects of campus life. He serves on the university safety and public functions committees, and has served on various standing and ad hoc committees, including a presidential search committee and most recently a work/life focus group. “It’s gratifying to focus on areas of work/life balance and implement things that enhance the quality of life and create benefits to employees,” he said.

Hare also appreciates the natural setting of Washington and Lee: “It’s gorgeous—we’re in the Shenandoah Valley. It’s just stunning and beautiful.” All in all, he says, “It’s a tremendous place to work!”

PERSONAL INTERESTS


Beyond his deep involvement in his campus and in APPA, Hare also participates in community activities. He serves on a committee that plans and organizes construction and renovation of religious buildings. He has also helped with organizing relief efforts in the wake of natural disasters such as hurricanes Katrina and Sandy.

Hare is married to Milli, who was a music major, teaches piano, does community service work, and is “very supportive of my APPA involvement.” They have three sons; the oldest is a website developer, the middle one works for Agilent Technologies, and the youngest sells life insurance.

WIDE-RANGING GOALS FOR APPA

With such a positive perspective on the value of APPA, it isn’t surprising that Hare has wide-ranging goals for his term as president of the association. The theme for his leadership year will be “A Path to the Next 100 Years,” reflecting the fact that he took office in APPA’s centenary year and that his perspective has always been on looking to the future while serving the present.


Regardless of APPA’s success to date in serving the profession and its campuses, Hare doesn’t plan to rest on any laurels. “We have rightly celebrated the tremendous milestone of our 100th




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Hare enjoys a light moment at a staff meeting.

anniversary,” he said. “This year has been an opportunity to look back on our growth and accomplishments, but we have to avoid any risk of becoming complacent. We have to look at what APPA will be like in 2030, 2040, and beyond.”

One important way of keeping APPA focused and successful will be its new strategic plan, Hare said. “Certain elements of the current plan are absolute bedrock and will remain in place,” he noted. These include APPA’s mission, vision, and principles. The new plan must be “data-driven” and reach out to members

to identify what they want and need. To develop the necessary data, APPA will do a new member survey, hold focus groups, and gather input through other outlets under his presidency.

Hare sees APPA’s current training, development, and research offerings as cutting edge and essential to the profession, and expects them to remain in place, with the potential to expand where appropriate. He also plans to continue supporting at least one cause that is close to his heart. “One particular focus in the year that I served as president-elect is our HBCU initiative,”

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Hare said. APPA has already implemented strategies to take its training and leadership offerings to historically black colleges and universities and offer scholarships so HBCU facilities staff can attend programs and events more easily. Hare aims to see these efforts continue.

Since APPA, like every association and organization these days, needs to not only retain but grow its membership, Hare looks forward to reaching out to Generation X, Y, and Z as president. “We have to fully engage our Emerging Professionals and make sure they’re included” in programming, he said. He outlined his concerns about growing the organization and the profession in his election platform, noting that “the challenges facing educational facility professionals are varied and daunting. There is an urgent need to address our aging buildings and infrastructure. The aging workforce is another challenge. Over 30 percent of APPA’s senior and institutional members will retire within the next five years, and recruiting, retaining, and engaging young professionals will be critical to APPA’s continued growth.”

Hare also plans to leverage the concept of integrated institutional membership. “Students, staff, and administrators of a member institution can also be APPA members,” he explained. “We are looking at increasing our membership significantly, so we have to make [people outside facilities] aware of our offerings and how APPA adds a tremendous value for professional development.”

Ensuring that APPA remains in a position to respond to current and new challenges will also be a focus for Hare. “APPA is anchored by its vision, mission, and principles and values,” he said in his platform. “These fundamentals will not change. However, in an ever-changing world, we are constantly presented with new challenges and opportunities. APPA must remain flexible in this highly competitive market.” That will include continuing to strengthen APPA’s international presence and offerings as well.

As APPA’s president, “I will be very engaged and active with the board and in reaching out to members for support, engagement, and counsel,” said Hare. As he said in his election platform, “Effective leadership can bring our strategic initia-

tives to fruition and harness the best collective and collaborative efforts of our chapters, regions, and APPA International. It is always an honor to serve as leader of a professional organization of your peers. When that organization is APPA, the honor is all the more special.” ☎

Ruth Thaler-Carter is a freelance writer based in Rochester, NY. She can be reached through her website, www.writerruth.com.

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