



By Ruth E. Thaler-Carter
Photo by Ted Weidner

Past Presidents

Review APPA's Progress and Service

Ask any Past APPA President about his or her experience in that role, its value for their career, and the importance of APPA to the profession of facilities management, and you will hear a recurring theme: Presidential accomplishments focus on moving the association and profession forward, and being involved in APPA yields both professional improvement and personal enrichment.

To help celebrate APPA's milestone centennial year, several past presidents reflect on their accomplishments and experiences, and provide a strong foundation for the future.

Past presidents June 2014. From left: David Gray, Gary Reynolds, Brooks Baker, Doug Christensen, Maggie Kinnaman, Polly Pinney, Jack Colby, and Bill Elvey.

PROUD ACHIEVEMENTS

Every APPA president has at least one important project that represents the highlight of their administration; some recall several with pride. Put all of those accomplishments together and you have both a history of APPA and a blueprint for a successful association that puts member needs and development first.

Don Mackel makes a distinction between the “most important” and the “most rewarding” impact of his 1992 APPA presidency. The most-rewarding contribution was the culmination of many previous years’ work in bringing Australia and New Zealand more formally into the association. What he found most important was “carrying out a mandate from predecessors Bill Middleton and Jack Hug to continue and refine the association’s long-range strategic planning process, which has borne huge fruit in a difficult time for APPA and higher education institutions,” he said. “My administration developed a plan to deal with carrying out the wonderful work that Bill and Jack produced in their terms—a leap in sophistication for APPA. It was my and my predecessor Joe Estill’s job to keep all the plates spinning and ensure that new services aligned with the plan.”

Mackel, who was at the University of New Mexico at the time, also takes pride in having seen APPA revamp its annual meeting to become increasingly focused on educational resources and enhance its relationship with business partners as a partnership that has benefited both over the years. An expanded training program also stands out for Mackel.

Diane Kerby, 1993 president while at Berea College, where she is now head of alumni relations, is modest about her ground-breaking role as the first woman to lead APPA. “You get your five minutes of fame, then you have to do the work,” she said. “It was kind of a novelty to be first, but it shows how progressive the association was.” She is glad to see more women enter the profession and the association over the years, and to have played a part in their increasing opportunities.

Kerby is equally modest about her activities as president. “Whatever I may have accomplished was not just me,” she said. “Many people were involved in moving the association forward in terms of education and professional development.” Under her leadership, APPA added to its long-range plan with a focus on “the importance of diversity, not just in gender, ethnicity, and race, but also of types of institutions—it had been about 20 years since the president was from a small college.”

Creating a focus on developing leaders is **Doug Christensen’s** legacy as 1995 president, when he was at Brigham Young University, through pioneering APPA’s Leadership Academy. He met with his predecessor, Charlie Jenkins, and “we found that we had great managers in APPA, but few leaders. The Leadership Academy moved APPA toward being more balanced.”



Don Mackel



Diane Kerby



Doug Christensen



Dorsey Jacobs

Christensen’s presidency was also when APPA developed its first formal vision statement and realigned its mission statement. He also led the move to quantify cost aspects of facilities management, leading to the Total Cost of Ownership (TCO) concept and research, which he calls “a critical piece” of the association and the profession. “We look at ourselves as ‘just maintaining stuff,’ but we have to turn the corner toward being seen as much more of value to our institutions,” he said, and TCO is an important part of this process.

Dorsey Jacobs, 1988 president when he was at West Virginia University, takes pride in having extended APPA’s international reach by bringing Australia into the association. “Energy was another big thing—mine was the first institution to bring natural gas vehicles and buy natural gas on the open market,” two innovations that served as examples to the APPA membership, he said.

Pete van der Have, then at the University of Utah, became APPA president in 1997 “in an unusual way,” he recalled. “I ran and barely lost the election, but the winning candidate had the bad luck of passing away before taking office. I am the only person not elected as APPA president by popular vote.”

Van der Have’s goal as president was to make the organization more relevant to more people. “It was very white and very male,” he said. “It was not warm to vendors. ‘Extend an open hand’ was my motto. The association is more diverse now.”

It’s hard for **Maggie Kinnaman**, retired from the University of Maryland Baltimore, to choose between three significant achievements of her 1999 presidency. She’s been involved the longest with the Facilities Performance Indicators, the now-annual benchmarking survey for which she formed the task force that created the Strategic Assessment Model (SAM). “I’m still working on it,” she said. “I do the data scrubbing behind the scenes.”

Kinnaman also ranks serving as co-chair of APPA’s Center for Facilities Research (CFaR) as one of her top three achievements, along with serving as editor-in-chief of the

digital Body of Knowledge (BOK), which is “the core of all our credentialing activity.”

For **Gary Reynolds**, now at the University of Colorado Colorado Springs (UCCS) and at Colorado College when he was APPA president in 2001, “The most important achievement was creation of our Center for Facilities Research....At the time,” Reynolds said, “we had no real method for coordinating the pieces of knowledge that we were developing. I thought it would be a good service for APPA to provide that mechanism.”

Encouraging changes in the APPA membership is how **Phil Cox**, president in 2002 while at Cornell University, sees his legacy—one that reflects the focus of Diane Kerby’s presidency. “My theme as president was about the diversity of the membership, and we did see some changes,” he recalled. “We began allowing people to hold office who hadn’t before because they weren’t at higher education organizations, such as the Smithsonian Institution. We changed the bylaws for broader guidelines.”



Pete van der Have



Maggie Kinnaman

Cox’s sense of the value of opening up the membership was enhanced by his opportunities as president to visit international organizations that partner with APPA. “I was struck by the contrast—their annual meetings only had one person from each institution,” he said. “It seemed elitist. I feel good about having seen our membership broadened.”

The current APPA Standards and Codes Council began as the Code Advocacy Task Force initiative during **Brooks Baker**’s tenure and stands out as his most-important contribution to APPA as 2003 president. “Great leadership from Kevin Folsom and now John Bernhards has made the effort vital to the association,” he noted.

While the theme of **Ed Rice**’s 2004 presidency was “getting to the grassroots,” he likes to say that “I succeeded by staying out of everybody’s way.” More seriously, Rice carried out his administration’s theme by “traveling a lot, asking questions, and getting to know people.” Rice recently retired from a long career at Kansas State University.

Jack Colby, APPA’s 2005 president while at North Carolina State University, considers one of his lasting achievements to be “completely reworking APPA’s strategic plan, from looking back historically to looking ahead to what we could do for members,” he said. “I determined that I wanted to establish a professional certification program. My legacy is that I put a program together and chaired it for seven years, and now it’s part of the APPA fabric.”

The ongoing Thought Leaders Series (TLS), now an integral part of CFaR and the Senior Facilities Officers Summit at annual conferences, is another important legacy of Colby’s presidency. “When we began to look forward, I realized that we needed a way to look at our industry and how to prepare for the future,” Colby said. For the past ten years, APPA has published monographs based on TLS research that are being used on campuses to prepare members of the profession and their institutions for the future of higher education, “and get to the table with decision makers.” Making the TLS part of the SFO Summit each year is an ideal way to show colleagues how to use the information in their jobs, he said.

Expanding APPA’s reach farther into

CONGRATULATIONS TO APPA ON THEIR 100TH ANNIVERSARY!

We wish them continued success. JLG Industries, Inc. is the world’s leading designer and manufacturer of access equipment, including the Compact Crawler boom lifts, which feature an optional Lithium-ion battery for cleaner, greener operation.



www.jlg.com

the international arena stands out for **Chris Ahoy**, 2006 president while at Iowa State University. “The most important achievement during my presidency internationally was to reconnect with facilities associations around the world and establish new ones,” he said. “I started the conversation as President-Elect about having Mexico APPA, with the initial contact in 2003.”

During Ahoy’s presidency, APPA also established its Singapore chapter and signed a memorandum of agreement for a strategic alliance with HEFMA, “bringing these higher education facilities associations’ working relationship closer to each other through APPA’s Global Partners in Learning,” he said. HEFMA is the Higher Education Facilities Management Association of Southern Africa.

Ahoy also takes pride in having written a book for APPA called *Leadership in Educational Facilities Administration* while president. On the domestic side, Ahoy initiated the establishment of a liaison for regional chapters through a voting task force, to review and start a dialogue with regional partners. He invited representatives from all regions for discussion.

As APPA’s 2007 president, **Alan Bigger**, then at Earlham College, sees his primary contribution as following through on a series of strategic planning initiatives. “I talked about *carpe diem*—seize the day—in my inaugural speech,” he recalled. “APPA was in transition and taking on huge challenges, such as certification and new marketing initiatives. Keeping a steady hand and passing pieces of the work on to others to keep it going was vital.”

“Causing members to consider what their jobs, their careers would be like without APPA—without the support, tools, services, publications, and professional development offerings that APPA provides today” is how **Glenn Smith** of Bryn Mawr College sees as the greatest accomplishment of his 2013-14 presidential year. “During this 100th anniversary year, we have had the opportunity to reflect upon APPA and how it has grown and continued to provide better support over the years,” he said. “It has been important for the entire APPA membership to reflect upon and to validate APPA’s role and importance.”

Smith also takes pride in seeing the Integrated Institutional Membership and—continuing the Ahoy presidency’s earlier initiative—Mexican member institutions becoming a reality this year.

GROWTH, EXPERTISE, AND FRIENDSHIPS

Learning from colleagues to build institutions is an



Jack Colby




Alan Bigger

invaluable element of APPA membership for past presidents.

“The greatest personal experience for me has been the opportunity to teach the Individual Effectiveness Skills course at APPA’s Leadership Academy,” said Smith. “The experience has touched my life and made me a better person, better spouse, better parent, and now, better grandparent.”

Like fellow past presidents, Dorsey Jacobs values having worked well with members on sharing information. “We were able to copy from and learn from our partners, which was unusual, because institutions often wouldn’t share,” he said. “As a result, we were able to create better facilities operations and better institutions. When I would come back from any APPA meeting, it would be with a notebook *full* of ideas.” Being involved in APPA meant that “both the individual member and the institution saved time, money, and effort—you didn’t have to reinvent the wheel, and you learned new techniques to share.”

Gary Reynolds also cherishes “the connections




Eliminate excessive cycling for longer equipment life.

Rawal Devices’ APR Control modulates system capacity to match changing load conditions. You get:

- Improved humidity control
- Reduced risk of coil frosting and liquid slugging
- Availability as a “factory-installed” option

Email: PerfectRH@Rawal.com
 or call 800.727.6447 to schedule a Product Presentation



Being involved in APPA meant that "both the individual member and the institution saved time, money, and effort—you didn't have to reinvent the wheel, and you learned new techniques to share."

with peers at other institutions, both professional and personal, which translate professionally to my ability to contact others and get answers, and, on a personal level, great friendships," he said. "As president, I had the ability to visit other regions and countries and see how colleagues are doing things, which was valuable since we are all set up in different ways with different structures and a wider perspective on facilities management."

Ed Rice sees APPA membership as "enriching our education and our knowledge, both for ourselves and our institutions. You never know how what you do or say will influence people," he said.

Becoming president was an immensely rewarding personal experience for Chris Ahoy. "I was the first Chinese to become APPA president, which gave my family a big boost," he said.

INVALUABLE RESOURCES AND CONNECTIONS

Past presidents agree wholeheartedly that APPA membership in general, and serving as president in particular, has been invaluable throughout their careers.

For Smith, "Educational facilities was a second career after serving in the U.S. Navy; APPA became the portal through which I gained knowledge and made vital connections—in fact, it was APPA's Job Express that helped me land the facilities director's job at Bryn Mawr College. APPA also afforded me different leadership opportunities and experiences, which ultimately influenced my leadership approach at Bryn Mawr. At each step along the way, I met ever-more-incredible people and gained ever-greater conviction of the value of APPA membership."

"Membership is an opportunity to travel and meet people across regions, and understand the issues they are facing every day," said Jack Colby. "You see the diversity of how colleagues handle issues—it makes you much stronger than what you would see individually. It's tremendously rewarding."

Because today's facilities management job is "too big to do alone, you need to multiply yourself," Colby said. "It's also true that you can't know everything. APPA is unique in that people are so willing to share their experiences so that we all can benefit from those experiences."

For Alan Bigger, "APPA membership enables you to grow in and understand all aspects of facilities management, which leads to greater promotability, greater marketability, and greater success for the individual and the institution." He also value APPA's education and "world-class training resources," and the contacts that last a lifetime.

"The greatest value for members is the same as it has been for me: APPA provides a venue to access information or, if you need something APPA doesn't have, to find it," said Reynolds. "The connectivity to members and other institutions, and the information resources, have been great."

For Jacobs, "Communication is where it's at—sharing information and learning from each other." He also valued access to business partners and providers found through APPA.

In a column he writes for another magazine in facilities

management, Pete van der Have often rings the praises of APPA for its formal education programs, meetings, and conferences, especially in terms of networking. "You get as much from schmoozing with your peers as you do in formal conference sessions," he said.

Doug Christensen sees the benefit of APPA membership as a way for members to develop leadership skills they might not be able to reach at their institutions. "When you're in an institution, you don't always get to be a leader," he said. Being president also was a "wonderful opportunity to meet everyone in APPA," he added. "I stretched a lot, grew a lot, and became more confident in what I knew to be true."

Institutions that do not belong to APPA lose out in many ways, Christensen noted. "It was obvious when an institution was not part of APPA—they missed out on opportunities to get better and reach their potential through this outside source of ideas."

For Phil Cox, "The benefits of membership were so vast. On a personal level, professional development, because I could see so much of what APPA does and be a trainer. It allowed me to exercise and

hone some leadership skills, which gave an added dimension to the presidential experience—that was perhaps the most beneficial. It was terrific to be leading such an organization in a different way from my job."

Cox also found the informal networking aspects of membership to be invaluable. "I met so many people from our profession," he said. "There wasn't a problem that someone else hadn't already had or solved. You could pick up the phone and call and talk to others—it's a very powerful thing. It gives people a greater source of confidence in what they're doing." The greatest value of membership is as "the premier source of professional development," he added. "That is number one."

The lasting friendships made through APPA membership are also a recurring theme among past presidents. "I know that, if I



Ed Rice



Gary Reynolds

go to various parts of the country or other countries, there are people I can reconnect with,” Cox said.

For Maggie Kinnaman, moving from the regional level of APPA to the international as president and serving on boards for 25 years “forced me to do something I wasn’t particularly comfortable with: public speaking. My husband said he couldn’t believe the transformation. It helped me grow and be able to share important messages.”

Diane Kerby found that “the prestige as president of an international association certainly helped me professionally,” she said. “The college president and boards were impressed, so it was a big professional boost.” Added Kerby, “I went from the business office to becoming vice president for facilities, and my foundation from APPA was a factor in my success.”

The friendships made through APPA also helped her professionally by providing a strong network to call on for information “at the drop of a hat” from “very supportive people....I value my time spent in the association,” Kerby said. “It was one of *the* most valuable experiences professionally and personally.”

She is not alone: van der Have remains involved with APPA because of “the social aspect—I like the people in APPA, and I like to keep busy.”

For Rice, being involved in APPA “reconfirmed my confidence that we were on the right track” in his facilities department at Kansas State University. Regarding his personal development, Rice said, “I’m somewhat introverted, and being president helped me become more extroverted.”



Brooks Baker

APPA membership puts facilities professionals in place for greater credibility, access to decision making, and status at their institutions, said Brooks Baker. “APPA provided us with opportunities to be the spokesperson for those who guide the planning, design, construction, and plant operations of our largest physical assets in higher education, which enhanced communications with my executive level leadership at my institution by enhancing my view of the ‘big picture’ across all higher education,” he said. “Peer recognition, such as being elected APPA president, creates a groundwork for professional respect not often found in long-term employment.”

DriWrap™



Hydrophobic Aerogel Insulation

- Tunnels
- Steam Vaults
- Tight Spaces
- Removable Jackets

DriTherm™



Underground Insulation

- Steam
- Hot Water
- Chilled Water
- Freeze Protection

High Performance Insulation & Corrosion Protection Products

www.dritherm.com

1-800-343-4188

In Baker's eyes, "The greatest value of APPA membership breaks down to education and networking. Without the benefit of the educational opportunities available through APPA, no senior facilities officer can perform at their highest capabilities. The institutions benefit from the information gained through the technical and leadership training opportunities that abound in APPA."

Glenn Smith's experience brings much of this into perspective: "APPA helps each individual member raise the bar of excellence [in responding] to the state of constant change in our business, driven by technology, economic forces, globalization and shifting demographics, and the need for us to be constantly changing and improving," he said. "APPA prepares its members to be more effective leaders, anticipating and driving change."

By exploring the issues affecting all of higher education, Smith said, "APPA positions facilities management professionals to play a greater leadership role on their campuses and provides us with an influential voice at the decision-making table." Thanks to APPA resources, "our members are also able to make better, more-effective decisions on a daily basis, avoiding costs that come with delayed maintenance and repairs, building failures, utility interruptions, contract litigation, and injuries"—decisions that "can save our institutions millions of dollars a year."

PLANNING FOR APPA'S FUTURE

Thanks to their impact on the services and identity of the association, past presidents have a special perspective on where APPA might focus for the near future and its next 100 years.

Ahoy would like to see APPA "continue to develop facilities managers for the 21st century, efforts in credentialing, and developing the Body of Knowledge and the Facilities Management Evaluation Program for an evidence-driven management practice that is fact-based, data-driven, data-informed, and knowledge-based."

"APPA has done a very good job of looking to the future and trying to focus on where the profession is going, through various services and programs, certification, and looking at the demographics," said Reynolds. In the years ahead, "APPA should be aware of where higher education is going in general as pedagogy changes and sees more online activity, on campus as well as off, and should keep its service in alignment with those changes."

Jacobs would like to see APPA continue to "keep up with fantastic speakers" at conferences and other events; focus on bringing younger people into the association; and consider ways to merge with construction, design, and related aspects of the profession. "APPA needs to adapt asset management as its goal for the future, using the TCO principles so we have a seat at the table with decision-makers and we don't look like we're just money-hungry,"

he said. "We have to take over the asset role. We need leaders to take risks and make change."

From Mackel's perspective, adhering to the strategic planning process is vital to APPA's future. "I have tremendous respect for strategic planning," he said. "APPA has to continue to go back and ask itself what it wants to be. This is terribly important, because APPA, like any institution, has limited resources and has to look at how they are best used."

Long-time colleagues will not be surprised to know that Christensen would like to see APPA change its name to something like Asset Management Professionals "to show the meaning of our actual role and enhance our opportunity to have a seat at the [institutional] table. We have to say we are more important than just facilities management. That would be a whole new shot in the arm. We have all the information; we just have to learn how to use it."

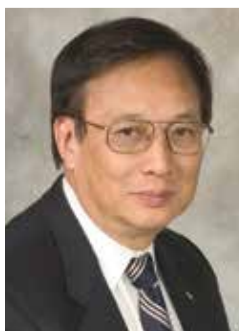
With higher education facilities facing challenges in funding and proving their value to their institutions, "facilities plays a role, certainly in energy and sustainability, leveraging technology in distance learning, state-of-the-art classrooms, and effective use of resources." APPA should help members find ways to be more efficient and innovative, said Kerby. "The human/leadership side—training people for ownership, seeing the bigger picture, and recognizing the value of facilities in the education process—are important for APPA to keep in the forefront."

The association also must realize that "many of our organizations still have to focus on basic functions," said Colby. "We have to think of the paradigm in universities as facilities being seen as money pits and leverage our role as part of the institutional mission." For the association and the profession to flourish in the future, APPA must help its members gain that seat at the decision-making table, he said.

It's encouraging to hear that past presidents think APPA is doing things right these days. "APPA ought to keep doing what we're doing," said Cox. "It has been very nimble in changing itself to adapt to the needs of higher education and key into the needs of the members. I hope APPA's focus continues to be on members and their changing needs, such as technology. APPA has done well to exploit technology to benefit members."

Van der Have has found that "it's interesting to look at campus life from the physical plant administration perspective. I've told my staff that we are in the business of supporting people. APPA is doing a good job of getting that word out to campuses."

APPA should "continue to offer its fine education programs, nurture new people, and keep old hands involved who think they know it all, because we can't do it alone," said Rice. "We never do know it all."



Chris Ahoy



Phil Cox

To Bigger, “APPA is positioning itself for the future. The association has become much more focused on the necessity of looking at the environment and considering sustainability. APPA has the leadership to stay abreast of those issues.” He urged current leaders to “address code advocacy *before* it happens rather than after, so we don’t get slapped with code we don’t want.”


Kinnaman agrees: “APPA should be moving in the direction I see it moving—giving access to research and tools to each of our institutions’ members, so they can influence decision makers, both academicians and vice presidents,” she said. “We have to get on their radar screens, and that’s what APPA is doing.”

It’s encouraging to see so many past leaders with a positive perspective on APPA’s current offerings and future prospects. “Saying ‘more of the same’ is an easy out, but makes a lot of sense,” said Baker. “Enhancing awareness among members of the educational offerings through more intensive marketing efforts may be a worthwhile next step.

As the president most closely involved in APPA’s centennial, Glenn Smith has a special perspective on its future. “APPA needs to stay focused on those core deliverables that help its members continually raise the bar of excellence—to continually improve those products and services,” he said.

Taking the long view, “APPA’s real success over the years has been staying focused on people—the people sharing common problems in their daily efforts to care for their campuses, and ultimately the people those campuses support, the students,” said Smith. “If APPA can help our members stay focused on what is best for our students and directly influence decisions related to physical support for those students, APPA will have an important role to play for the *next* 100 years.”

It is probably safe to assume that APPA’s other past presidents would share similar perspectives on their accomplishments and the lasting value of belonging to and becoming heavily involved in APPA. Between the fresh

insights of new leaders and the contributions of past presidents, APPA is clearly in a great position to reach new heights in its new century. 

Ruth Thaler-Carter (www.writerruth.com) is a long-time contributor to the APPA magazine and writer of the annual conference onsite newsletter for the past several years. She is based in Rochester, NY.



Kühl® Series

Durability, energy management and control features

Take control of energy usage and reduce operating expenses. Commercial grade Kühl air conditioners can be connected to a Building Management System or demand response services.

- Wi-Fi capabilities
- Utility Demand Response
- 7-day programmability (with optional accessory-sold separately)
- Building Management System capable
- Built-in environmental sensors
- Commercial-grade durability



KWW

Wireless thermostat controls of up to 8 Kühl units* from a single wall-mounted thermostat. (optional accessory)

FriedrichLink



BMS ready PTACs and Single Package Vertical Units

877-599-5665, ext. 516
www.friedrich.com



FRIEDRICH