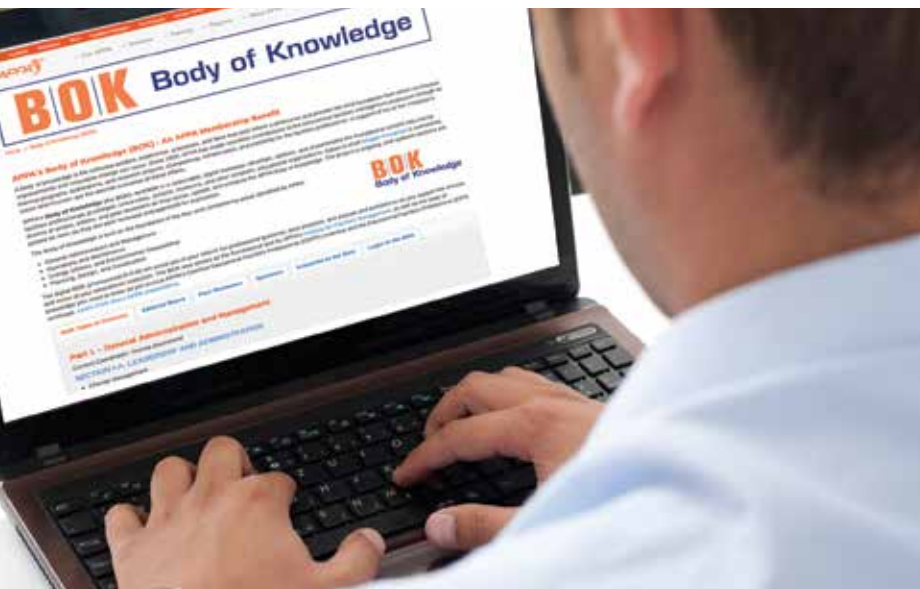


# Make the BOK Yours

By Victoria Drummond, AICP, CEFP



**W**hile change is inevitable and often painful, it is also necessary for solving problems. As facilities management (FM) continues to evolve and change, we need to be prepared. Ushering in creative change involves continual professional development. APPA makes it easy to take responsibility for your professional growth in FM.

APPA has the resources to inform you and prepare you and your facilities operation for change. A readily available online resource is the Body of Knowledge. The BOK categorizes information into four parts:

- Part 1—General Administration and Management
- Part 2—Operations and Maintenance
- Part 3—Energy, Utilities, and Environmental Stewardship
- Part 4—Planning, Design, and Construction

The BOK is a collection of dynamic readings relative to FM, data on trends and emerging technologies, and case studies that demonstrate applied excellence in the various realms of facilities management and administration.

## THE CURRENT BOK

New to the role of Content Coordinator for *Part 1: General Administration and Management*, I am impressed with its extensive coverage and descriptive chapters, as well as its potential for including additional material. As academic disciplines, administration and management are social sciences that study how organizations direct resources according to priorities, data, policies, procedures, and effective interactions with stakeholders. Applied to FM, the BOK Part 1 includes chapters on accounting, change management, leadership, financial analysis and control, talent management, communications, ethics, and staff development under the auspices of administration and management.

New subjects currently being developed as possible chapters include budgeting practices and strategies and customer service. Other subject areas could include:

- Information management technology's impact on management operations
- The impact of hand-held devices on FM jobs and their role in improving customer service
- Incorporating succession planning into onboarding programs for emerging professionals
- FM records storage and archival processes that begin with managing digital correspondence
- The value and challenge of managing national historic buildings and historic districts on campus
- The role of the administration in space management and capital project development, including "fee for use" policies in negotiating space assignments
- Topics from other BOK sections with management and administration crossover

Another topic gaining increasing attention is how to manage cultural change within your administration. Community culture can be cultivated from the grassroots to the administration, or vice versa. Regardless of the direction, affecting the culture

of an institution requires a plan, political will, and stakeholder participation. One example of a successful cultural shift is campuses that previously did not take a stand on tobacco use now formally establishing a tobacco-free campus. Several institutions are interested in the methods and management commonalities of campuses that successfully transitioned to tobacco-free status and are searching for guidance to help them introduce the change on their own campus.

Managing cultural change also includes expanding inclusiveness and gender neutrality, and encouraging programs that develop leaders at all levels of the institution. These topics are not without controversy, but they are current issues and can affect change within FM and institutional administration and management.

#### **YOUR INVOLVEMENT IS CRITICAL**

Make the BOK yours. Let it serve you and your operations. Refer to it and use it as a reference for APPA's EFP/CEFP exam preparation.

As a way of taking personal responsibility for your professional development, consider writing a chapter for the BOK. Chapters do not have to be written by an individual author; they can be a joint effort. Consider forming a team with colleagues or let me introduce you to others with the similar expertise on a topic. Just as in live presentations, panels tend to be livelier, and collaborative approaches ensure diverse perspectives.

You can contact me to discuss research you have collected, the colleagues you want to interview, or a successful process you know will benefit others. Send me an e-mail about areas of administration and management you feel are underrepresented in your vision of FM for the future, or about how your operation is responding to the exodus of baby boomers and the increase of digital natives and short-term professionals into FM. Or send me your ideas on how advancing technology can positively influence FM, institutional administration, and higher education management.

Let the BOK and your participation in

it be educational and transformative, both to you and our industry. ☎

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