FIVE LEADING STRATEGIES against a set of short, mid, & long term INITIATIVES*:  
[*The five “foundational elements” are embedded in every strategy. They represent key support actions that will be essential, albeit critical, for program viability, successful delivery, and ultimate achievement of each strategy. It is similar to the development of a “business plan” for each strategy.]

1: ENGAGE ALL STAKEHOLDERS:
   a. Develop and implement Engagement Plans for all stakeholders both internally and externally.
   b. Establish localized delivery systems that touch stakeholders at their time and place of choice.

Short Term Initiatives... 2013:
1.1.1 Target attendees of Drive-in Workshops (“work that list”) (MC)
1.1.2 Add more state champions to community colleges engagement group (CCEG)
1.1.3 Establish FPI Subcommittee (I&R)/ (S)
1.1.4 Develop messaging (include differentiation) for FPI (I&R)
1.1.5 Contact people who looked at and/or participated in ESAT last year to learn from their experience (I&R)
1.1.6 Conduct a WHY ESAT discussion to determine messaging (I&R)
1.1.7 Utilize Thought Leaders to engage the membership on the current topics and trends of the profession throughout all of APPA’s Professional Development offerings and the work of the Center for Facilities Research (PD)
   1.1.7.1 Increased distribution of TLS Report in FM magazine; Inside APPA newsletter link; presentation twice at APPA 2013 Conference and to Academy Track 4 participants; available free on the new APPA website; requested sessions at regional meetings; available for regional website and newsletter use
1.1.8 Discuss further efforts to target action(s) with our International Strategic Alliance partners (PAC)/ (I&R)/ (PD)/ (P)
   1.1.8.1 Review an opportunity to provide an institutional award to our international alliance as well as for Credentialing.
   1.1.8.2 Solicit assistance from all award categories and the international community to review the awards category criteria (AFE and Sustainability)
   1.1.8.3 Investigate other organizations’ awards that may already be established
   1.1.8.4 Identify awards recipients in both print and electronic media
   1.1.8.5 Where appropriate, develop joint awards and recognition initiatives. (AUDE, TEFMA, HEFMA)
1.1.9 Submit an article to NACUBO and CUPA-HR on the APPA credentials (EFP & CEFP) to educate the larger community (S)
1.1.10 Develop and execute plans for APPA’s 100-year anniversary (PD) (S)
1.1.11 Develop APPA’s newest individual award, Distinguished Leadership & Ethics Award criteria (PAC)
Mid-Term Initiatives . . . 2014:
1.2.1 Utilize Thought Leaders as an engagement tool for senior institutional officers; developing a marketing piece, or space via the APPA website, to better educate the membership as a whole regarding purpose of the monograph, its benefits, and the manner in which it ties/threads through APPA. (PD)
1.2.2 Encourage “mentoring” at all levels of the organization (MC)/(P)
1.2.4 Target students for internships and other possible job opportunities (PAC)
  1.2.4.1 Recruit and work with Pete van der Have (Weber State) to explore student internship opportunities
  1.2.4.2 Target institutions that can create student internships
1.2.5 Write articles and advertise in trade publications of aligned organizations about APPA’s value to the industry (e.g., target FPI, FMEP, & AFE) (I&R)
1.2.6 Develop plan to reintroduce FPI with TCO and ESAT additions to membership, and introduce to new members (I&R)
1.2.7 Attend other allied organizations meetings and conferences to heighten awareness about APPA’s program and services (P)/(S)
1.2.8 Target CFO’s and other academic officers/faculty to convey the value of APPA and its support of the educational facilities profession (PAC)/(P)/(S)
  1.2.8.1 Have marketing material reflect the opportunity for awards
  1.2.8.2 Consider development of a video promoting awards and recognition (institutional)
1.2.9 Study merits of education sector having its own ‘code’ category (PAC/CATF)
1.2.10 Set up academic course committee via conference call to explore development of FM accredited courses (PAC)
1.2.11 Explore potential curriculum development with Weber State, BYU, GA Tech (PAC)
1.2.12 Develop a presentation framework for FPI institutional data as a “plug & play” for institutions (S)

Long Term Initiatives . . . 2015:
1.3.1 Establish and maintain productive partnerships by exchanging articles, collaborating on research, advertising, etc. (CHEMA/WHES/International Partners (PAC)/(P)/(S)
  1.3.1.1 Continue to explore opportunities, assist with related marketing
1.3.2 Target CFO’S and other academic officers/faculty to convey the value of APPA and its support of the educational facilities profession (PAC)/(P)/(S)
2: BROADEN THE MEMBERSHIP:
   
a. Develop and implement Recruitment and Retention Plans with packaged programs, benefits, and services that effectively target varied market sectors and expand market share.

Short Term Initiatives . . . 2013:
2.1.1 Utilize FPI and ESAT to recruit new members (I&R)
2.1.2 Focus on various marketing and engagement efforts to target Community Colleges, HBCU’s, & K-12 schools (MC)
2.1.3 Target attendees of Drive-in Workshops (MC)
2.1.4 Target re-recruitment of former members (MC)
2.1.5 Utilize “state champions” of Community College’s to recruit new members and deliver local “drive-in workshops” (CCEG)
2.1.6 Utilize BOK’s digital delivery and the FPI to recruit new member institutions (MC)
2.1.7 Continue to work the “try before you buy campaign” (MC)
2.1.8 Continue to follow up with delinquent member renewal billings (MC)
2.1.9 Prepare and mail Membership Cards and holder to all primary reps, associates, emeritus members, and students (MC)
2.1.10 Finalize online membership application as part of the new web site launch (MC)
2.1.11 Finalize Membership engagement “dashboard” which will be a component of the new APPA website (regions will see status of their renewals and new member recruitment goals) (MC)
2.1.12 Identify authors of future Membership Matter columns through the end of 2014 (MC)

Mid-Term Initiatives . . . 2014:
2.2.1 Target CFO’s and other academic officers/faculty to convey the value of APPA and its support of the educational facilities profession (PAC)
2.2.2 Secure mailing list from NACUBO & AACC to promote APPA value statement (MC)
2.2.3 Target students for internships and other possible job opportunities (PAC)/(MC)/ (S)

Long Term Initiatives . . . 2015:
2.3.1 Write articles for and advertise in trade publications of allied organizations about APPA’s value to the industry (P)/(S)
2.3.2 Target CFO’s and other academic officers/faculty to convey the value of APPA and its support of the educational facilities profession (PAC)/(P)/(S)
2.3.3 Review I&R products and services, and where appropriate recommend improvements/changes to promote the inclusion of the new Mexican institutional members (I&R)/(S)
3: DEVELOP FUTURE LEADERS:

a. Develop and implement plans to create, engage, and replenish a future generation of leaders.

b. Define appropriate roles and responsibilities for APPA International and its regions and chapters to ensure a consistent, smooth and well-orchestrated delivery system exists.

c. Further assess important generational differences to ensure succession planning is “considered” and effective.

d. Partner with accredited educational institutions with Facilities & Construction Management related degreed programs to groom future leaders.

Short Term Initiatives . . . 2013:

3.1.1 Continue to promote mentoring programs across the region and to mentor EP’s across the profession (PAC) / (MC)

3.1.2 Utilize emerging professionals to develop a wider range of targeted programs and opportunities for EP’s (S)/ (PAC)/ (P)

Mid-Term Initiatives . . . 2014:

3.2.1 Develop and expand a more diverse faculty base for all professional development offerings (PD)

3.2.1.1 Develop a faculty mentorship program

3.2.1.2 Develop a speaker’s bureau that would open the opportunity to past attendees of APPA U to become faculty members as well as allow regions/chapters to see the caliber of potentially available speakers

3.2.2 Develop a definitive institutional development continuum (PAC)/ (P) / (S)

Long Term Initiatives . . . 2015:

3.3.1 Determine barriers and issues in institutional hiring process that precludes hiring young professionals who have graduated with a 4-year Facilities Management degree (PAC)

3.3.1.1 EP’s have discussed and will consider conducting a survey
4: ENHANCE PROFESSIONAL DEVELOPMENT OFFERINGS:

a. Develop and implement training and development offerings in collaboration with the international community, its regions and chapters to ensure content meets the needs of all stakeholders in the educational community.

b. Further clarify and utilize the APPA designed “professional development continuum” to aid in targeted career planning for all stakeholders.

Short Term Initiatives . . . 2013:

4.1.1 Deliver credentialing preparatory course for combined EFP & CEFP credentials on-line (which is in process for delivery July 2014) (PAC)

4.1.1.1 Continue to monitor and review for quality control (PAC)

4.1.2 Deliver APPA “U” two times per year and provide on-going committee oversight/ reviews (PD)

4.1.2.1 Discuss certificate as provided to date (PD)

4.1.2.2 Explore scholarships from regions (e.g., advertising, submittal forms, application approval and review processes, etc.) with the possibility of providing a standardized approach (PD)

4.1.3 Expand regional/local/campus delivery of Leadership Academy’s Tracks 1 & 2 (PD)

4.1.3.1 Designing a one page flier to advertise/ message details about the institutional “Academy on Campus” offerings (PD)

4.1.4 Expand availability of Drive-in Workshops (PD)

4.1.4.1 Exploring feasibility of a video clip to explain benefits of the program for posting on the APPA and regional websites (PD)

4.1.5 Increase deliveries of Supervisor’s Toolkit (regionally/locally) (PD)

4.1.6 Establish a communication link for regions to advertise their PD offerings (possibly within the second update of the new website) (PD)

Mid-Term Initiatives . . . 2014:

4.2.1 Produce Supervisor’s Toolkit in Spanish and French (PD)

4.2.1.1 PD is presently developing a strategy for establishment of bilingual trainers (PD)

4.2.2 Develop and deliver APPA 2014 conference (PD)

4.2.2.1 Continue the newly established method of sharing feedback post the APPA 2013 Annual Meeting delivery (PD)

4.2.3 Continue to utilize Thought Leaders outcomes for the content of the APPA 2014 conference (e.g., General Sessions, and topic areas for breakout sessions) (PD)

4.2.4 Address lack of Supervisor’s Toolkit qualified trainers (PD)

4.2.4.1 Develop a general ‘mentioning’ process similar to the one established within the RMA region (PD)
4.2.4.2 Explore partnering with training resources on member campuses.

4.2.5 Utilize Thought Leaders to drive further educational programming (PD)
   4.2.5.1 Develop a more streamlined method to publicize the release of the TLS Report and go beyond the historical recipients
   4.2.5.2 Develop an engagement strategy with the regional/chapter leadership to intertwine the outcomes of the report/findings in the delivery of local programming

4.2.6 Offer innovative educational opportunities via audio streaming, YOUTUBE, and other social media (PD) (MC)
   4.2.6.1 Determine what the content for such delivery would be and utilize as an opportunity to engage directly with the regional/chapter membership for more information/feedback.

4.2.7 Become the “go-to” source for our members for professional continuing education credits (CEUs, PDHs, AIA, etc.) (PD)
   4.2.7.1 Expand the marketing/education efforts of such offerings through APPA

Long Term Initiatives . . . 2015:
4.3.1 Develop “Facilities Management 101” course accredited for Freshmen FM degreed program delivery (PAC)
   4.3.1.1 Reach out to Kathy Roper, Pete van der Have from Weber, and Jeff Campbell from BYU. In beginning stages of development

4.3.2 Develop “Facilities Management 201” course accredited for Sophomore FM degreed program delivery (PAC)
   4.3.2.1 Reach out to Kathy Roper, Pete van der Have from Weber, and Jeff Campbell from BYU. In beginning stages of development

4.3.3 Expand targeted stakeholder opportunities with more locally-delivered programs (e.g., Regions, Chapters, Student, Internationals, HBCU’s, Community Colleges, & K-12 schools) (MC)
   4.3.3.1 Recommendation to the Membership Committee to produce a survey that would engage with the underserved markets to determine what they are looking for in an association.
   4.3.3.2 Establish a subgroup to develop mechanisms to survey various sub-membership categories to better understand their needs and what they would gain from participation in each level of APPA, the regions, and chapters
4.3.4 Expand regional/local/campus delivery of Leadership Academy’s Tracks 1 & 2 (PD)

4.3.4.1 Develop a more expansive marketing plan to educate the membership of the availability of these offerings.

4.3.4.2 Develop future offerings in various languages such as Spanish & French.

4.3.4.3 Explore the timeline for offering Track 3 locally (in progress)

4.3.5 Deliver a few of the Institute program offerings via on-line/ audio streaming (PD)

4.3.5.1 Develop content that is engaging and technically fresh

4.3.6 Continue to focus delivery of APPA “U” at various geographic locations (i.e., opportunities for western & central locations for APPA U in January 2014 & January 2016, respectively)

4.3.6.1 Develop a strategy to offer the program in more geographically diverse locations once APPA is past current contractual obligations. (e.g., January in the South and September in the North)
5: EXPAND RESEARCH:

a. Expand research to build credibility and assure broad dissemination to all stakeholders.

b. Increase collaborative opportunities with external organizations and agencies.

c. Ensure that the Body of Knowledge remains fresh, vibrant, and up-to-date for use by all stakeholders at their time and place of choice.

Short Term Initiatives . . . 2013:

5.1.1 Ask Regional boards for a conference session on research next year (I&R)

5.1.2 Hone CFaR process involving I&R and regions to establish expectations for the I&R committee (I&R)

5.1.3 Develop marketing piece focused on problem solving/ finding answers to persistent questions (I&R) / (CFaR) / (S)

5.1.4 Collect themes and presentation ideas from regional meetings for CFaR research problem-setting (I&R)

Mid-Term Initiatives . . . 2014:

5.2.1 Establish a repository of “best practices“ from the various completed research projects (PAC)

5.2.1.1 Collaborate with CFaR and I&R to determine where the “best practices” area will reside and work to push award category “best practices” to this area.

5.2.1.2 Developing an APPA publication that highlights past, present, and future effective and innovative winners’ practices

5.2.2 Develop student-based research projects through the academic faculty community (PAC)

5.2.3 Develop and present on APPA/CFaR research at 2014 regional conferences (I&R) / (CFaR)

5.2.4 Identify potential ESAT contributors in regions and work to develop a group of participants for a research project (I&R) / (S)

5.2.5 Increase awareness about CFaR and how to participate (I&R)

Long Term Initiatives . . . 2015:

5.3.1 Partner with academic research entities on their targeted initiatives (PAC)

5.3.2 Focus on joint application of grants/ contracts with the academic community (PAC)

5.3.3 Partner with other associations/ agencies on potential research projects (PAC)

5.3.4 Develop and deliver a CFAR project to determine value derived from ESAT’s bringing sustainability and energy together (I&R)
KEY:

(PD) = Professional Development Committee
(I&R) = Information & Research Committee
(PAC) = Professional Affairs/Awards & Recognition/Code Advocacy Task Force
(MC) = Membership Committee
(CCEG) = Community College Engagement Group
(P) = Presidents
(S) = Staff
(CFaR) = Center for Facilities Research