

Board of Directors Report
Don Guckert, President
July 2019

We are wrapping up a year of remarkable change, challenges and accomplishments, all of which were enabled by the contributions, commitment, collaboration and courage of APPA's Board, regions, leaders and staff. Collectively, APPA has succeeded in advancing a very ambitious agenda of change and association repositioning. The year began with the launching of *Preparing for Every Future*, APPA's new Strategic Plan. The plan, fundamentally a strategic framework, drove a number of organizational realignments, including committee repositioning, and a governance review, as APPA prepared itself to better serve the needs of its members for the transformational, disruptive and accelerating changes that lie ahead for the profession. Further, we need to recognize the impressive set of accomplishments over the past year that now are serving as the foundational building blocks for a robust and relevant association that is focused on leveraging APPA's community, collaborating with association partners, and elevating our strategic approach to provide continuous learning opportunities for our members.

In order for APPA to effectively pursue its strategic vision, we needed to reposition APPA's four committees. The Board revised the by-laws to align each committee and bring the strategic vision into focus: *Professional Affairs* broadens our reach and relevancy; *Information & Communications* assembles and disseminates our collective wisdom and knowledge; *Member & Community Engagement* brings us together as a supportive and sharing profession; and *Professional Development* provides opportunities to elevate our skills, knowledge and abilities as we prepare for every future. Working through an integrated, interdependent, and creative model, these committees are now reshaping APPA's brand. The annual Work Plans produced by each of the committees focus our efforts on ambitious, yet achievable, goals that align to and build out the framework of the Strategic Plan.

The launching of the new strategic plan required a reallocation of APPA's financial resources to those efforts that will advance the strategic plan. Following Geoffrey Moore's Core and Context decision model, activities consuming APPA resources that were not differentiating (i.e. not "Core"), and any "Context" activities that were not mission critical were either optimized, standardized, modularized or offloaded. Examples of this realignment included moving the *Facilities Manager* magazine to digital delivery only, eliminating non-critical annual meeting expenses, moving some initiatives to the regions where they are better nurtured, and eliminating some and outsourcing other APPA staff positions. As a result of these changes, APPA ended its fiscal year with a surplus, and in a much stronger financial position than the previous year.

If the "why" of the Strategic Plan is *preparing for every future*, the "what" is providing the Continuous Learning necessary for that future. A number of successful and impactful steps have been taken to scale up APPA's professional development efforts. Because supporting a more robust program requires building organizational capacity, APPA has contracted with its long-term partner Chuck Farnsworth to lead our efforts to create the necessary operational support. Much of the financial success over the past year was attributed to our expanded educational offerings; most notably, with the remarkable popularity of the Academy on Campus. In addition, the Continuous Learning Series was launched through APPA U and has leveraged curated

content from ASHRAE and COAA. APPA's webinar program continues to attract several hundred viewers and has become one of APPA's most popular and accessible routine offerings. The Supervisor's Toolkit participant's manual and leader's guide was significantly revised and updated to ensure the continued effective delivery of this successful program. And the recent re-imagining of Credentialing, moving it to a learning-centric business model, and branding it "*Pathway to Professionalism*" now has the opportunity to create another local or on-campus offering that could prove as popular as the Academy on Campus

Several other strategic and foundational building blocks were put into place over the past year; including the acquisition of a Community Engagement Platform that can help us build APPA's community. The website was updated and improved to modernize our key information and communication asset for members and our strategic planning initiatives. APPA leaders and committees now are seeing the potential benefits of our data assets and exploring the opportunities to have more insights into our members' needs, which will help us provide member benefits.

Finally, in keeping with a year in which the theme was "Embracing Change," the Board approved funding of a study to assess APPA's governance. APPA has not had a review of its governance structure for more than a dozen years. We are learning more about various governance models used by other professional associations and questioning whether aspects of some of those structures would align better with our evolving future. A team of six respected and experienced APPA Fellows, with ties to each of the regions, was assembled in March. Their charge is to conduct a review of APPA's current governance structure, assess it against other association structures, test it against their own assessment of our strengths, weaknesses, opportunities and threats (SWOT) analysis, and provide observations and recommendations for consideration by APPA's Board.

As APPA president, I have had the pleasure of working with a talented, committed, flexible and hard-driving Executive Committee team that have made remarkable things happen on some very short timelines. I have also enjoyed the collaboration and support of the APPA Board and the regional leaders as we have worked through many of this year's changes. I owe a lot to Chris Kopach, and Chuck Scott and Pete Strazdas before him, for preparing and guiding me through the leadership cycle, and preparing a solid base of work on which to build our next steps. The APPA staff deserves recognition and kudos for their retooling efforts and their response to the myriad of changes they have encountered. Our business partners are to be recognized for their continued support and contributions throughout the year. I have treasured my successful partnership with Lander Medlin and the long hours we have spent collaborating on the why, what, how and when of our strategic efforts. Lastly, I want to thank APPA's members for the opportunity to serve and for the trust that was placed with me and APPA's leadership team.

Serving as APPA president has been a career capstone experience for me. I have learned so much and grown in so many ways, enjoying opportunities I thought I would never have. It has been a very rewarding experience being in a position to work with so many dedicated and committed individuals and to help contribute to the association. I will forever value the individuals I have met, the friendships I have developed, and the relationships I have built with those serving in the APPA regions and chapters, as business partners, in other professional

associations, and in our international association partnerships. My thanks go out to all of those who have made this year a very special chapter in my APPA journey. I look forward to serving as Immediate Past President and supporting, as we all will, Ruthann Manlet in her term as APPA's next president.