



# **APPA Governance Study Implementation Plan**

## **Prepared by the Governance Transition Task Force**

### **July 9, 2020**

This report provides a comprehensive and integrated plan for implementing the APPA Board adopted recommendations of the APPA Fellows' Governance Study dated November 1, 2019. This Implementation Plan addresses the system of structures, positions, processes, and timeline for a successful and smooth transition from the current state of APPA governance to a future state envisioned in the Governance Study Report and necessary for the successful pursuit of APPA's Strategic Planning Framework: *Preparing for Every Future*.

## **1. Background**

In 2018, the APPA Board members were seeing a number of challenges looming large for their campuses. These included financial and funding pressures, growing capital renewal demands, shifting demographics, workforce skills gaps, burgeoning student debt, escalating costs, increasing service expectations, international competition, emerging technology, and declining student populations. All of these simultaneous forces of change were taking the profession into a future that was rapidly emerging and pointing toward transformational change ahead. As an association for educational facilities professionals, the APPA Board of Directors recognized the need to make sure it was addressing its member's needs in ways that would strengthen and differentiate the association. Work on a new strategic plan began; one that would prepare APPA to serve its members well into an increasingly uncertain and unpredictable future.

### **New Strategic Planning Framework**

As the Board worked through the strategic planning process, it recognized the need to focus its financial, staffing and volunteer resources primarily on APPA's core strengths. The Board addressed difficult decisions based on core and context<sup>1</sup>. Given the pace of change and the uncertainty of the future, the Board focused on a planning process that would be dynamic, yet structured enough to remain relevant given future uncertainties. The Board realized there were many "futures" ahead for its members, and so the ensuing plan needed to be principle-based rather than prescriptive.

In July 2018, the Board approved its new, long-term strategic planning framework, *Preparing for Every Future*, that focuses on "Creating a Future of Continuous Learning." Foundational to

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<sup>1</sup>Geoffrey Moore, *Dealing with Darwin*, exploring how businesses innovate and differentiate themselves.

*Preparing for Every Future* is for APPA's Board and Staff to sharpen the focus, strengthen the core, and build the organizational capacity necessary to position APPA to continue to meet its members needs by building on APPA's strengths - its educational programs and its community. At this point, the question arose about whether the APPA governance structure was appropriate for the transformative and disruptive changes in the profession, and positioned the association to effectively and successfully execute the Strategic Plan.

## **Governance Study**

The Board took the next step and appointed six APPA Fellows with past APPA Board experience to study APPA's current governing board structure, and compare and contrast it with current practices for non-profit boards and higher education association peers. The Governance Study Team was asked to share its findings and develop recommendations.

The Governance Study Team was led by William Daigneau, and included Jack Colby, Jack Hug, Jeri King, Gary Reynolds, and Glenn Smith. It completed its report in late 2019, noting that the new strategic plan is vitally important for the association to chart a path into the future, and that *... it is imperative that the governance structure be customized to provide optimal support to the plan and ultimately deliver the member benefits that will continue to prove APPA's value to its members and to their institutions.*<sup>2</sup>

The comprehensive report documents the Study Team's process, findings and recommendations in a manner that could be used as a primer for future governance studies. The resulting recommendations are summarized here:

1. Reduce Board size
2. Modify Board selection in terms of nomination, terms and election.
3. Shift the Board's focus to strategy and planning
4. Reduce the number of Board committees
5. Manage programs by staff, not volunteers
6. Establish Treasurer as an Officer of the Board
7. Eliminate or reduce Regional representation on the Board
8. Modify President and Officer terms
9. Reduce the number of Board Officers
10. Reduce size of Executive Committee
11. Appoint a Transition Working Group

The eleventh recommendation was intended to aid the Board's implementation of the recommendations.

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<sup>2</sup> APPA Governance Report, November 1, 2019, Preface, page 1.

## **Governance Transition Task Force**

With the acceptance of the Fellow's Governance Report and the Board's approval of the eleven recommendations, APPA President Ruthann Manlet acted on the eleventh recommendation and established the Governance Transition Task Force to develop a comprehensive Transition Plan for approval by the Board. The Transition Task Force members were selected from current Board members:

- Don Guckert (Chair), APPA Immediate Past President
- Angela Meyer, Board Senior Representative for CAPP
- Dan Wooten, Board Senior Representative for SRAPP
- Arthur Walsh, Board Senior Representative for ERAPP
- James Bogan, Board Senior Representative for MAPP
- Luis Rocha, Board Senior Representative for RMA
- Tony Guerrero, VP Member & Community Engagement, and Representative for PCAPP

All of the appointed Task Force members are sitting APPA Board members, most of whose terms will expire in August of 2020. Tony Guerrero was tapped as a replacement for PCAPP's Senior Representative who was not in a position to serve on the Task Force. These Task Force appointees have the additional benefit of coming on to the Board and having individually voted to adopt APPA's Strategic Planning Framework, voted to commission and fund the Governance Study, and voted to accept the Governance Study Team's recommendations.

In addition, Jeri King, who served on the Governance Study Team, and Lander Medlin, Executive Vice President, were asked to join the Task Force meetings in advisory roles.

The Task Force launched into its work, with a goal of completing the Implementation Plan and Transition Timeline by July. That said, one of the first things these individuals agreed upon was their commitment to quality over timing. They accepted the weight of this responsibility and took the long view on what was best for APPA,

From the beginning, the Task Force recognized the following challenges:

- Enabling the effective pursuit of the Strategic Plan
- Remaining future focused, unencumbered by the present
- Addressing broad versus narrow interests and concerns
- Respecting the boundaries of the Board and the CEO
- Enabling effective CEO succession and future recruitment
- Balancing volunteer dependency and engagement opportunity
- Ensuring APPA's future resiliency, reach and relevancy.

Following the kick-off session in Alexandria in January, the Transition Task Force met face-to-face in February in Chicago for two half-day sessions. These sessions were shaped around focusing on the future, and an approach to the governance change based on positioning the Governance Study Team's top ten recommendations into the three categories of Function, Form and Selection:

***Function of the Board***

- Shift Board focus to strategy and planning
- Reduce the number of Board committees
- Manage programs by staff, not volunteers
- Establish Treasurer position as a Board Officer

***Form of the Board***

- Reduce the Board size
- Eliminate or reduce regional representation on the Board
- Reduce the number of Board Officers
- Reduce the size of the Executive Committee

***Selection of the Board Directors***

- Modify the Board selection, in terms of nomination, terms, and election
- Modify President and Board officer terms.

This three-prong approach was accepted by the Task Force, which launched into discussing Function during its February meeting. The next face-to-face meeting was to take place in March, but by then the COVID-19 Pandemic had disrupted everything. Not only was the meeting canceled and travel curtailed, but each of the Transition Task Force members faced different circumstances based on the demands of their workplaces, their family situations, and other challenges. Regretfully, Arthur Walsh needed to withdraw from the Task Force.

Those Task Force members that could do so regrouped via weekly Zoom meetings beginning in late April. Throughout May and June, the Transition Task Force met via Zoom to continue working on the structure established by grouping the recommendations into Function, Form and Selection, and began to develop recommendations that built on the foundational work provided by APPA's Strategic Plan and the Governance Study Team's report.

Since the beginning in January 2020, the individuals on this Task Force were actively engaged and participated fully, with a broad distribution of thinking. This provided a productive blend of conviction and compromise that allowed the group to blend disparate ideas through a deliberative, collaborative and ruminative series of discussions. Creative, out-of-the-box thinking was explored and tested against a comprehensive systems approach, to make sure that all of the agreed upon ideas were able to be integrated into the whole, and honored the culture and

community while embracing change. In all, this Task Force was able to emulate the vision it had for a highly functional board. The resulting Governance Implementation Plan and Transition Timeline follow.

## **2. Governance Implementation Plan**

The Task Force developed the following Implementation Plan based on the grouping of the Governance Study Team's recommendations into three categories: Function of the Board, Form of the Board, and Selection of the Board of Directors. The recommendations related to the Function of the Board are central to positioning the Board to successfully build out APPA's Strategic Plan framework. The aligning concept is for APPA's Board to be a strategic and planning centric governing body. The Form and Selection recommendations that follow later in this Implementation Plan are centered on achieving a Board structure and composition that better enables APPA to move into a more strategic and planning mode.

### **Function of the Board**

Redirecting the function of APPA's Board was the central aligning force behind the work and recommendations of the Governance Study. Reconstituting a governing board that would be better positioned to pursue the Strategic Plan was viewed as the "why?" behind all of the recommendations that were contained in the report and adopted by APPA's Board. Therefore, the Task Force began its analysis and deliberations by first grounding any resulting implementation plans with Board function.

***Shift Board focus to Strategy and Planning.*** This Implementation Plan recognizes that individuals serving on future Boards will have heavier demands on their personal and professional lives, and that the future amount of "volunteer" time and commitment will likely not match APPA's historic levels. However, with the right levels of talent and robustness of the APPA leadership and staff, the Board members' time and expertise could focus on strategy and planning, without being burdened by the tactical development and implementation efforts.

***Manage Programs by Staff, not Volunteers.*** APPA currently has the leanest staffing-to-revenue of any of its CHEMA (Council of Higher Education Management Associations) peers. This has certainly been a point of pride in that APPA has been able to leverage the contributions of volunteer members to a scale that is well above peers. Yet, as the build-out of the strategic planning framework ramps up Continuous Learning offerings, the quality in the execution of the various programs will rely increasingly on the staff to provide the through-put, keep pace and elevate the member-perceived value of the association.

This visionary strategic plan is basically a framework for building a professional development enterprise, and the key to the success of this effort is to reduce the reliance on volunteers and increase the organizational capacity of the APPA Staff. This Implementation Plan reflects a vision of a future state where the organizational capacity of the APPA Staff provides expanding services and value to members. The growth of the organizational capacity will track with an

increasing growth in revenues which is driven by a growth in professional development offerings and a growth in member engagement.

In keeping with this, the Task Force tested organizational models for a future APPA organization that aligns with the Governance Study Report's recommendation of more activities moving from volunteers to staff. Modeling a future APPA organization provided confidence in the Governance Study Report's recommendations.

The Task Force purposely stopped short on developing an organization chart for this transition plan, agreeing that how the staff was organized would be up to APPA's chief executive officer. Instead, a broad framework was mapped out that created a middle layer of senior leadership that would enhance the leadership "bench-strength" of APPA, support staff growth, and prepare the association for an eventual change in its top leadership. These functions of APPA staff were identified as key organizational capacity competencies:

- Learning Development
- Learning Delivery
- Business Partners Relations
- Customer Relations
- Outreach
- External Relations
- Technology Adoption
- Technology Support
- Data Analytics
- Marketing
- Finances
- Accounting
- HR & Administration
- Information Management
- Awards & Recognition
- Credentialing & Certification

In addition to other staffing issues, the Task Force recognized and admired that Lander Medlin has been embodying several key leadership functions (finance, marketing, outreach, relations, communications, etc.) that would normally be spread across a few key senior leaders. However, the Task Force realized that APPA is presently at risk due to having too much reliance on one individual for so many key leadership roles. The eventual build-out of a layer of senior leaders would provide niche expertise and experience, accelerate advancement of efforts, scale services to meet expanding demand, strengthen value propositions, and provide the bench strength of leadership that would be foundational to the eventual succession of APPA's CEO. Also, a more robust organizational capacity would mitigate that risk, elevate performance, and allow volunteers and Board members to focus on creativity, innovation, planning and strategy.

**Board Committees.** A current central component to APPA's operational and governance structure is a series of permanent, standing and board-related committees. The Governance Study Report recommends a reduction in the number of these committees as more and more responsibility is shifted from volunteers to APPA staff. However, the Governance Study Report identified three necessary Board committees that should remain in APPA's governance structure:

- Nominations
- Finance & Audit
- Executive Committee

These three committees will reside within the governing board and be populated exclusively by the APPA Board members. Looking beyond these three necessary committees, the Transition Task Force reviewed APPA's permanent committees (Professional Development, Professional

Affairs, Member & Community Engagement, and Information & Communications). With the shift to more reliance on APPA staff and less on member volunteers, the efforts and expectations of the existing four standing committees will diminish. Therefore, this Implementation Plan eliminates the four vice president led committees: Professional Development, Professional Affairs, Member & Community Engagement, and Information & Communications. The strategic portions of the efforts historically managed by these committees will be elevated to the APPA Board. APPA staff will manage the tactical and operational aspects of these committees. The Transition Task Force envisioned that the advisory functions performed by these permanent committees along with any standing committees could be replaced as needed by task forces, or advisory and ad hoc committees that would have limited durations and defined outcomes.

The manner, transition and timing of how these shifts in responsibilities are executed is a matter for the Board to determine in general, and for the current vice presidents, presidential triad and APPA Staff in particular. The Transition Plan provides for a full year to realign these efforts into the strategic, operations and advisory “buckets.”

***Establish Treasurer as a Board Officer.*** The final functional change to be facilitated is the Board’s fiduciary responsibilities. A Treasurer position will be created as a Board Officer position. The position of treasurer should oversee and lead an independent system of checks and balances necessary to develop and maintain a perception of trust, transparency, and confidence on the part of the organization’s members. It shall be the Treasurer’s responsibility to partner with APPA’s chief executive officer to provide financial planning, forecasting and risk-assessment, and to ensure the actions and decisions undertaken by the Board have a strategy for funding.

## **Form of the Board**

The Governance Study Report had four recommendations that were placed under “Form of the Board.” These include reducing the Board size, eliminating or reducing Regional Representation on the Board, reducing the number of Board Officers, and reducing the size of the Executive Committee. These recommendations were made with an eye toward creating a trimmer, more engaged and nimbler Board to deal with current issues, opportunities and threats. During the Transition Task Force’s discussions, a related concern raised in the Governance Study Report addressed the governance titles. The Implementation Team addressed this here.

***Title Changes.*** The Governance Study Report did not include a specific recommendation on changing the titles of Board members and officers. However, in the course of the Governance Study and in the course of the Task Force’s deliberations and analysis, the issue of title changes emerged as a common trend among APPA’s CHEMA peers. Changing the title of APPA’s chief executive officer was recognized by the Transition Task Force as an important step in terms of more effectively positioning APPA’s executive leader and for succession planning. This Implementation Plan changes the title of APPA’s chief executive officer from “Executive Vice President” to “President of APPA.” The Task Force believes that it will become increasingly important and impactful to position the association’s leader with a title that brings weight and credibility with the communications, marketing, networking, media relations, and outreach efforts of APPA’s leader. The title change leaves little doubt that in executing the Board’s

strategic direction that APPA's President is the voice of authority for the association. NACUBO and SCUP are two of a number of CHEMA peer associations that have moved in this direction and the task force recognized that changing the title of the EVP to President would have a very positive impact on recruiting future APPA chief executive officers.

With this change in the President's title, the Implementation Plan recommends shifting the currently used Board title of "President" to "Chair of the APPA Board." The Plan also eliminates the four "Vice President" titles, creates one "Vice Chair" position and, as already mentioned, establishes the Board seat of "Treasurer."

More information on these roles will follow, but for the remainder of this report. The title of "President" will refer to the current EVP designation and the title "Chair" and "Vice Chair" will refer to APPA's member appointed leaders.

***Reduce the Board Size.*** The Governance Study Report recommends overall reductions in the size of the Board, including the number of Board Officers, and the size of the Executive Committee. The reductions in numbers are generally intended to streamline decision-making, foster more nimbleness, promote rich and robust engagements, and facilitate the ability to have more frequent interactions.

This Implementation Plan calls for the reduction of Board members through a change to the number of Board members placed on the Board by the APPA Regions and by the number of elected Officers.

***Eliminate or Reduce Regional Representation on the Board.*** The Governance Study recommended eliminating or reducing regional representation on the Board in an effort to move from a geographical to a functional-based Board membership. The Task Force rejected the option of completely eliminating "regional representation" in favor of having "a representative from each region." This recognizes that each of the regions have rich pools of talented leaders and strategic thinkers and planners that could fill both the Governance Study Report's recommendation of a functional board, while still being grounded and connected with their respective APPA Region.

The Implementation Plan calls for one APPA Board Regional Director per APPA Region. Central to the success of future APPA Boards is having the APPA Board Regional Directors fully understand their role to represent and serve the broader APPA membership and to advance the strategic efforts aligned to APPA's Strategic Planning Framework. The "rising tide lifts all boats" is key to the Board serving all constituents as a cohesive and aligned body through diverse and geographically distributed directors.

***Reduce the number of Board Officers.*** The Implementation Plan reduces the number of APPA Board Officers from the current seven to three: Chair, Vice Chair and Treasurer. The Chair of the APPA Board presides over the Board in overseeing the responsibilities outlined in the By-Laws and conducting the strategic, planning, business and ceremonial expectations of the position. The duties are in many ways similar to the historic role the APPA President has served in the past. However, there is one hugely important distinction between the historic leadership



provided by the APPA President and the role of the future Chair of the Board. Previous Presidents have typically set an agenda for the Board and APPA Staff centered on a central theme and a set of initiatives to be accomplished over the relatively short period of one year. In essence, the Board often found itself executing and supporting a short-term agenda of the Board President in the course of a year. With these governance changes, the Chair will instead be responsible for supporting the agenda of the Board with the longer horizon required of a strategic focus. Pursuit of the Strategic Plan, as determined by the Board, will be the aligning force for the Chair to bring commitment, dedication, leadership and drive towards advancing progress and achieving success.

The role of the Vice Chair will be chiefly that of “pro tempore;” translated from Latin to mean “for the time being.” The Vice Chair will step into the role and responsibilities of the Chair when the Chair is unable to be present or to serve where needed, or to assist the Chair in the conduct of the duties of that position where appropriate. Unlike the current President-Elect position, the Vice Chair position is not designated to succeed the Chair upon expiration of the Chair’s term. However, the APPA By-Laws should address the succession process in the event that a sitting APPA Chair, for whatever reason, resigns before the completion of their term.

***Reduce the size of the Executive Committee.*** The Task Force addressed all three of the Board Committees.

APPA’s Executive Committee will be comprised of the three Board Officers and the APPA President and be empowered under a revised set of APPA By-Laws to act on behalf of the Board on designated matters.

This Implementation Plan creates the Board Finance & Audit Committee led by APPA’s Treasurer and includes APPA’s President among the Board Directors serving on the committee.

The remaining Board committee is the Nominations Committee, led by APPA’s Vice Chair and includes the APPA President among the Board Directors who are not currently seeking a Board Officer nomination. In the event the Vice Chair is seeking another or different term of service, the Vice Chair will recuse themselves from chairing that particular nomination and the Chair will name a replacement Board Director to chair over that particular nomination.

The APPA President serves on the APPA Board and on all three Board Committees. The APPA President is responsible for leading daily operations of the association and APPA Staff, managing the development, implementation and operation of Board initiatives, and managing APPA’s finances and investments. Given the breadth and depth of responsibilities and influence within and external to APPA, the APPA President will be a full voting member of the Board.

***Other Board Members.*** The final two Board seats are designated as “APPA Board At-Large Directors.” These seats respond to the Governance Report Recommendations for APPA’s Board to have a broader view of the landscape outside the profession. These directors will be chosen to bring the expertise, perspective and experience from outside the profession that the Board determines to be valuable in advancing the strategic planning framework.

With the preceding changes, the overall Board size is reduced from its current 23 members to 12 members. An important note of distinction is that under the APPA By-Laws the size of the APPA Board shall not be defined as twelve members, but instead will be defined by the sum of its parts.

Chair  
Vice Chair  
Treasurer  
Regional Directors (currently six)  
At-Large Directors (two)  
APPA President

In the event that the number of APPA Regions change in the future, the overall number of Board Directors will change accordingly.

### **Selection of the Board Directors**

The final two recommendations from the Governance Study Report speak generally to how Board Officers and Board Directors are selected and serve. The recommendations call for modifying the terms of service for the Board Officers and modifying how Board Directors are appointed. This Implementation Plan outlines the selection and appointment process and the length of the terms for each of the Board positions and for overall length of service.

***Modify the Board Selection Process:*** The following is the general selection process for each APPA Board Director:

- The Chair, Vice Chair and Treasurer are the designated Board Officers, selected and appointed by the APPA Board subject to ratification by the APPA membership.
- One Board Regional Director is selected and appointed by each APPA region (currently there are six regions), subject to ratification by the APPA Board.
- Two At-Large Directors are selected and appointed by the APPA Board.
- The APPA President is selected by, and serves at the pleasure of, the APPA Board.

The Board Nominations Committee is responsible for defining the current desired qualifications and experience for the Board Officers. In each appointment cycle, the Nominations Committee will issue a call to the full APPA membership for interested and/or recommended candidates to be considered for service as an APPA Board Officer. Following a Board defined process for winnowing down the field of candidates, the Nominations Committee will advance a shortlist of qualified candidates to the full Board for a vote. The Board will put forward its selections to the full membership for ratification of the slate of candidates.

Regions will put forth to the APPA Board for ratification their selected appointment for APPA Board Regional Director. Each APPA Region will determine their own eligibility requirements and selection criteria for their appointment; but take into consideration the APPA Board's current outline of desired experience, qualification, demographics, etc. The APPA Board's outline may

include criteria related, but not limited, to racial, generational, experiential, gender, sexual identity, organizational position, professional expertise, institutional Carnegie Classification, public/private institution affiliation, interpersonal/soft skills, etc. in order to broaden representation and pursue diversity within the Board.

The Board Nominations Committee is responsible for defining the current desired background, qualifications and experience for the Board At-Large Directors. In each appointment cycle the Nominations Committee will seek a candidate or candidates that align with the desired external expertise and perspective desired by the current Board. The Board will conduct an up or down vote on the single candidate advanced by the Nominations Committee.

***Terms of Office:*** The following are the terms for the respective APPA Board Directors:

- The Chair and Vice Chair are each appointed to a two-year term, and eligible for a reappointment to a second two-year term.
- The Treasurer is appointed to a three-year term, and eligible for a reappointment to a second three-year term.
- Board Regional Directors are appointed to three-year terms, and are not eligible for reappointment to a second term.
- At-Large Directors are appointed to a two-year term and eligible for a reappointment to a second two-year term.
- The APPA President serves on the board for the duration of their service as President.

***Overall Term Limits:*** With the exception of APPA's President, any individual serving in a combination of Board Director seats shall not exceed seven years of total combined service. At-Large Board Director appointments shall not exceed four years. These term limits shall apply whether served in consecutive or interrupted years of service on the Board. Term limits shall also count time of service on the Board prior to the full implementation of these governance changes.

While the Task Force defined term limits for Board Director seats, it wanted to stress that limiting Board service did not in any way limit APPA service. To the contrary, the new form of governance opens up numerous opportunities to serve on advisory groups, task forces and other ad hoc efforts as initiated by the Board or the APPA President. The Task Force strongly recommends that past Board Directors be among the first to be considered to lead or serve on these special assignments given their valued experience serving on APPA's Board.

***Eligibility:*** APPA By-Laws shall not restrict eligibility requirements. The eligibility requirements for serving as a Board Director will be determined by the authority making the appointment. Suggested eligibility requirements for the Board Officers and Board Regional Directors are individuals who are current or former APPA members. Retirees and individuals who left the education facilities management profession are eligible to serve, unless further restricted by the authority making the appointment. Suggested eligibility requirements for At-Large Directors are individuals who are not currently serving in an educational facilities management position and who can provide external expertise and perspective that would help

broaden the strategic planning context. By virtue of position, the APPA President serves on the APPA Board.

### 3. Transition Timeline & Sequence

The timeline for implementing the new Board structure will be two years leading up to the installation of the 2022 APPA Board of Directors. The transition plan and timeline honors a commitment to facilitate current and 2020 incoming Board members to serve out the length of their service on the Board. The incoming President-Elect and Vice President of Member & Community Engagement will serve out their three full years as Board Officers, but in the titles and roles of Chair and Vice Chair for their last two years on the Board. Incoming Junior Representatives will be given the option of serving their two-year service on the Board, or the option to serve only one year. All other current Board members will run out the term of their appointment.

The following is a timeline and sequence to implement the new Board composition:

<u>2020 to 2021</u>	<u>2021 to 2022</u>	<u>2022 to 2023</u>
Medlin	Medlin	Medlin
Manlet		
Jackson	Jackson	
Irvin	Irvin (Chair)	Irvin (Chair)
	Tennessee (Vice Chair)	Tennessee (Vice Chair)
	Treasurer	Treasurer
Tennessee		
Bollman		
Clark		
Handwork		
Rocha		
Six Jr. Reps	Four Sr. Reps	Two Sr. Reps
Six Sr. Reps	Two Regional Appts.	Four Regional Appts.
Valenti	2nd At-Large Appt.	2nd At-Large Appt
1st At-Large Appt.	1st. At-Large Appt.	3rd At-Large Appt.
23 Members	13 Members	12 Members

The most challenging part of the transition timeline and sequence is setting up the current six APPA regions on a three year appointment cycle where two regions are appointing APPA Board Regional Directors each year. The goal of this Implementation Plan would be to coordinate with all of the APPA Regions to develop a phasing plan that works for all. This may call for some

APPA Board Regional Directors to be appointed to serve only one or two years on the Board rather than the defined three years in order to set up the reoccurring sequence for future years. Luis Rocha, in his role of chairing the Board's regional representatives, will lead and coordinate the APPA Regions in this effort during the initial year of the transition.

#### **4. Summary**

This Implementation Plan provides a framework, based on the recommendations of the Governance Study Report, that positions APPA's Board to prepare the association to meet the evolving needs of its members. The ever shifting and changing educational landscape will require the facilities management profession to continue to adapt to the resulting transformational changes. With a focus on providing continuous learning, and building a community for peer-to-peer learning, the APPA Board will elevate APPA's value proposition and ensure the association remains relevant well into "every future" that lies ahead.

The Task Force's work on mapping out the Function, Form and Selection of the APPA Board is the relatively easy part of preparing for every future. The heavy lifting will be managing the change and transition to a more strategic, leaner and future-focused Board. Success will be determined by the efforts of APPA's Board to see the changes through, adapt to new ways of conducting Board business, and create a new synergistic "ecosystem" of strategic, advisory and tactical operational delegations among the Board, volunteers and APPA Staff. It will require those responsible for appointing members to the Board to take a professional recruiting approach to ensure individuals placed on the Board are good fits and engaged and contributing team members.

The Task Force team members are grateful for the opportunity to provide a final significant contribution to APPA as most of the team members come to a close of their service on the Board. As individuals, we want to acknowledge our appreciation for each other and for the open, honest and synergistic approach we employed as a collaborative team. Finally, the Transition Task Force expresses its appreciation to the APPA Board for placing its trust and confidence in the team to develop this very important Implementation Plan. We wish the next, and future APPA Boards, success in leading APPA into a new frontier of changes, challenges and opportunities.