



## PRESIDENT AND CHIEF EXECUTIVE OFFICER

**APPA – Leadership in Educational Facilities** invites nominations and applications for its President and Chief Executive Officer (CEO) position. This is a rare opportunity to help advance a dynamic, 110-year-old non-profit 501(c)(3) association supporting the professionals who design, plan, manage, and maintain the physical campuses of colleges, universities, and other educational institutions around the world. The successful candidate will be a visionary leader with exceptional communication skills, a profound understanding and respect for the facilities management field, demonstrated financial acumen and a genuine commitment to fostering the growth and development of individuals and teams. The ideal candidate will also exhibit a dedication to lifelong learning.

# APPA AND OUR PROFESSION'S VISION

*It's an exciting time to be in educational facilities management.*

Change—often unpredictable, always disruptive—is sweeping over educational facilities exactly when education itself is at a critical juncture. Even pre-Covid, the many forces of change were reshaping and redefining educational institutions and the facilities profession at an increasingly accelerated pace.

As a result, never have the educational facilities profession and APPA been more in the spotlight. Never have our teams and our institutions needed us more. Never have we had more to offer. And, guided by APPA's strategic framework and our search for a visionary new President and CEO, never have we been better positioned to deliver.

**APPA is uniquely positioned to leverage the great legacy of its education and community-building brand, making it an indispensably relevant association for its members.**

With one eye trained on providing excellence in today's educational environment, and the other on adapting, enhancing, and transforming the educational facilities of the future, APPA supports and elevates educational facilities by:

- Transforming facilities professionals into higher-performing managers and leaders, which...
- helps transform member institutions into more inviting and supportive learning environments, which...
- elevates the recognition and value of educational facilities and their direct impact on the recruitment and retention of students, faculty, and staff.

**In short APPA is preparing for every future.** Our profession and APPA are at the center of re-envisioning and remaking educational facilities management. We are not merely responding to change—we are leading it.

**And we're looking for a visionary new President and Chief Executive Officer to join us on our incredible journey!**





# ABOUT THE ASSOCIATION

**APPA — Leadership in Educational Facilities** seeks a new President and CEO as the organization approaches its 110th anniversary. This is a rare opportunity to help advance a dynamic association supporting the professionals who design, plan, manage, and maintain the physical campuses of colleges, universities, and other educational institutions around the world. APPA's annual budget is \$4.7 million.

Founded in 1914 as the Association of Superintendents of Buildings and Grounds of Universities and Colleges, APPA today is recognized globally as a leader in professional development programs, credentialing, research, publications, networking, and information services for the educational facilities profession. We do this by providing dynamic, forward-thinking, problem-solving leadership to educational facilities professionals through an energetic and vibrant collaboration of engaged industry volunteers and committed staff professionals.

A 501 (c)(3) nonprofit, nonpartisan organization with a separate 501 (c)(6) certification program, APPA is dedicated to empowering facilities professionals with training and professional development, performance benchmarking, evaluation tools, standards, best practices, research, credentialing, and thought leadership to help them excel in their jobs and advance the institutions they serve. With more than 800 institutional campus members and 47,000 individual members in the United States, Canada, and four other countries, we are the premier organization in the field of educational facilities and a primary source of information on facilities issues, solutions, and strategies. Learn more about APPA, including its mission and history, at [appa.org/about](http://appa.org/about).



## APPA PARTIAL OFFERINGS

**Educational Programs:** Enhance your professional excellence and personal growth through APPA's tailored educational programs. Designed for careers in educational facilities management at all levels, our programs provide real-world leadership and technical skills, fostering lifelong learning and confidence.

**Evaluation & Advising Services:** APPA offers comprehensive evaluation and advising services for your facilities organization. Whether you need a top-to-bottom assessment or assistance with specific concerns, our expert options are tailored to meet your needs.

**Resources:** Access APPA's searchable digital database, the Body of Knowledge (BOK), providing foundational content for facilities professionals in educational organizations. Stay informed, updated, and equipped with the essential resources.

**Certification - CEFP:** Earn the Certified Educational Facilities Professional (CEFP) credential, signifying mastery of professional expertise and superior proficiency in core competencies. This designation reflects accountability, dedication, and the foundational knowledge essential for success in educational facilities management.

## PROFESSION OVERVIEW

The educational facilities profession encompasses a wide range of roles involved in the design, planning, management, and maintenance of the physical campuses of colleges, universities, K–12 schools, school systems, museums, and other educational institutions. Individuals work in a wide range of careers—as engineers, architects, space planners, skilled trades professionals, landscapers, custodial and housekeeping professionals, technologists, energy analysts, and much more—that contribute to the safety, aesthetics, and efficient operation of facilities and grounds. Facilities professionals represent the highest levels of leadership, such as provosts, administrators, and vice presidents, as well as positions throughout the ranks as superintendents, directors, managers, and front-line workers.

Collectively, educational facilities professionals are responsible for hundreds of millions of square footage of building space across campuses occupying millions of acres of land. On any given day, millions of people use these facilities to learn, teach, grow, and connect. In the wake of the Covid-19 pandemic and the shift to online learning, statistics clearly bear out the advantages of in-person learning and social interaction. The safety, efficiency, and appearance of brick-and-mortar physical learning environments are more critical than ever.

## POSITION OVERVIEW

As APPA's chief staff executive, the President and CEO provides leadership and management of day-to-day operations, with a continuous commitment to and focus on the Association's mission and strategic plan. Reporting to APPA's 12-person Board of Directors, the President and CEO works closely with the Board and the Executive Committee in managing all governance matters to ensure the efficient and effective functioning of a nonprofit 501 (c)(3) and 501 (c)(6) organization, defining APPA's agenda based on its strategic plan, and balancing long-term goals with shorter-term execution and results.

The successful candidate will be an exceptional business leader who is forward-thinking, mission-driven, strategic, empathetic, decisive, and dynamic and who understands the facilities management profession and/or educational sector. This individual will direct a talented staff of nine (9), providing support, guidance, mentorship, and professional development; develop, oversee, and manage APPA's budget and finances; support and communicate regularly with APPA's diverse membership of engaged volunteers; and serve as chief spokesperson and promoter of the Association and the educational facilities profession.

With a sense of urgency and a high level of responsiveness, the President and CEO will also manage all external relations with members and member institutions, strongly collaborate with allied associations, work closely with governmental entities and other organizations, interact with the media speaking and promoting the Association and profession, and engage with APPA members on an array of professional and career-related matters.

The President and CEO is expected to undertake frequent travel, predominantly within the United States, to attend both APPA and industry events.



# KEY EXPERIENCE, QUALIFICATIONS, AND SKILLS

The right candidate will possess:

- At least 15 years of relevant experience with a strong understanding of the issues, challenges and OPPORTUNITIES facing educational facilities.
- A requisite background and knowledge of the financial operations and requirements of nonprofit organizations.
- A history of successfully fostering and encouraging inclusivity and a sense of belonging.
- A demonstrated commitment to and understanding of the need for a wide variety of backgrounds, experiences, talents, thoughts, and approaches.
- A passion for understanding APPA and its mission, serving its members, leading its strategy and long-term strategic goals, and thinking strategically into the future on its behalf.
- A high degree of ethics and integrity.
- Strategic/conceptual thinking capabilities.
- Appreciation for the unique dynamics of a strong volunteer membership organization.
- Exceptional interpersonal skills and the ability to communicate effectively with professionals and colleagues inside and outside of an organization while utilizing excellent judgment in complex situations. That includes successful experience in media relations and communications. including promoting similar associations or organizations.
- A history of leading and managing external relations with other organizations.
- Demonstrated executive leadership and management skills, including a track record of successfully managing the day-to-day operations of a complex organization with a smaller staff and the ability to develop and manage collaborative relationships both internally and externally.





- A strong, pragmatic business acumen with the ability to recognize the business consequences of advice; a strategic thinker who can develop and articulate a clear understanding of an organization's strategy from all perspectives and find creative solutions to complex problems.
- Success in developing, implementing, and managing organizational budgets and financial affairs.
- Ability to move easily between having a hands-on, operations-focused view and a strategic outlook.
- Talent as a motivated and motivational leader, with strong public speaking capabilities, and a visionary ability to engage teams in the pursuit of the highest level of work and productivity.
- Excellent time management and project management skills, combined with the ability to manage competing priorities in a calm and collected manner.
- Ability to work on both a macroscopic and microscopic level on all initiatives and projects.

### Strongly Preferred

- Experience in an executive role at a comparable nonprofit membership association, particularly in an educational association.

- Experience in a facilities department within an educational institution, museum, conservatory, or government agency.

### Desired Traits

- Self-starter; business orientation with the ability to arrive at creative solutions to complex issues.
- Willingness to “roll up your sleeves” as needed while being a quick study with the ability to handle complex matters with multiple initiatives going on simultaneously.
- Collegiality and consensus-building, with a high degree of emotional intelligence.
- Humility with a self-deprecating sense of humor.
- Joyful, optimistic, caring, passionate, and politically savvy.
- A demonstrated commitment to lifelong learning, avid reading, constant curiosity, endless exploration, and excitement for the future.



# KEY DUTIES AND RESPONSIBILITIES

Specific duties and responsibilities of the President and CEO include but are not limited to:

- Provide overall leadership of APPA including APPA's engaged professional staff.
- Work closely with the Board Chair and Executive Committee, as well as the full Board, to develop and implement APPA's strategic plan while maintaining a strong focus on the Association's mission.
- Plan and execute Board meetings in consultation with the Board Chair and Executive Committee; review all Board and Committee materials.
- Maintain a vigilance and focus on creating a sense of belonging and inclusivity within APPA; ensure this commitment in APPA's programs, services, member leadership positions, and throughout the daily work of the Association.
- In close partnership with the Executive Committee and manage the Association's financial operations by quickly and effectively determining the financial impact of key decisions and managing APPA's short-term and long-term financial resources, as well as ongoing development and regular monitoring of the Association's annual operating budgets; ensuring a connection between strategic and financial planning.
- Work to ensure the effective and efficient provision of services and resources for all member institutions.
- Effectively operate and manage the day-to-day functioning of APPA's office; maintain a strong commitment to staff to ensure a highly collegial and collaborative environment that places an emphasis on belonging and inclusivity while also prioritizing succession planning and restructuring to meet the Association's ongoing needs as necessary.





- Recruit, lead, mentor, motivate, and inspire a strong senior management team to lead APPA to higher levels of achievement.
- Ensure that APPA maintains regular communication with members and remains committed to responding to member and representative needs by proactively asking for feedback and using it to make positive change through strategic initiatives, staffing, services, and cost-effective financial management.
- Lead and motivate volunteer activities; promote clear and consistent communication among all APPA volunteers and staff so all have the information that enables them to contribute fully to APPA's mission and strategic plan.
- Define APPA's agenda based on its strategic plan, balancing long-term goals with shorter-term execution and results to achieve goals and plans consistently.
- Identify evolving trends that can impact APPA's mission or strategic plan; proactively plan APPA's response to such trends and quickly launch new initiatives when appropriate.
- Mold and cultivate key organizational values and cultures, as developed with the Board of Directors, by setting an example and by reinforcing the values in others.
- Pursue and maintain strong strategic alliances with other education associations and with organizations outside of APPA for mutual benefit and common interests.
- Represent APPA to relevant constituencies both within and outside of the higher education community, including governmental entities, professional associations and commercial entities.
- Engage in frequent travel, attending and representing the organization at conferences, annual regional meetings, and association meetings.





# COMPENSATION AND BENEFITS

This is a full-time position based in the Washington, D.C. area, and relocation is strongly preferred.

Some of the benefits available to you include:

- APPA's 403(b) Defined Contribution Plan
- Comprehensive Health Coverage (including vision and dental)
- Disability Coverage
- Life Insurance
- Parking and Transportation Assistance, and more.



*"APPA is committed to the intentional and ongoing pursuit of a welcoming environment where diversity of thought and perspective is highly valued, free from barriers, and seeks to correct conditions of disadvantage. To fully represent the people and places of the educational communities we serve, APPA will empower its members through the provision of its resources and services in a fair and impartial manner. Our strength stems from the dedication, experiences, unique attributes, and talents of every member."*

Learn more about APPA's commitment to DEI and the work of its Task Force by visiting <https://www.appa.org/diversity-equity-inclusion/>

## HOW TO APPLY

APPA has retained Opus Partners to support the recruitment of this position. Katie Dean, Associate Partner; Kenna Boyd, Associate Partner; Chris Stadler, Senior Associate, are leading the search. Applications, and nominations should be sent by email to: [chris.stadler@opuspartners.net](mailto:chris.stadler@opuspartners.net). Applications should include a cover letter and resume that should address the candidate's experience related to the responsibilities and qualifications outlined in the position description.



## Equal Employment Opportunity

APPA is committed to a policy of equal employment opportunity, and does not discriminate on account of race, color, religion, national origin, gender, age, disability, marital status, sexual orientation, or otherwise as may be prohibited by federal, state or local law. This non-discrimination policy applies to all facets of employment, including recruiting, employment, promotion, demotion, dismissal, compensation, and training opportunities.



PO Box 29  
Alexandria, Virginia 22313-0029  
703-684-1446  
**[appa.org](http://appa.org)**

