



## *D-R-A-F-T “WORK IN PROGRESS”*

# **APPA Strategic Plan Budget Years 2011-2014**

### **BACKGROUND & CONTEXT:**

Founded in 1914, APPA is an international education facilities association and seeks to be the association of choice for educational facilities professionals and their institutions. Through its products and services and the active engagement of its diverse membership, APPA seeks to transform institutions into more inviting and supportive learning environments and elevate facilities professionals into higher performing leaders, to achieve a level of influence and credibility unparalleled in the educational facilities industry.

Therefore, APPA volunteers and staff leadership are thinking strategically about the future direction of the association to determine what actions are necessary to ensure APPA’s programmatic viability remains strong and its financial health is stable. Focusing time, effort, and resources on the overarching objectives, implementation strategies, and targeted actions within this Strategic Plan will strengthen the overall position of the organization and its members.

### **VISION:**

**“To become a global partner in learning” defined through achievement of the following desired outcomes:**

- **COMPETENCY:** APPA will consist of competent, educated, and ethical professionals.
- **COLLABORATION:** APPA will engage in collaborative relationships and partnerships. The organization is inclusive and accessible serving facilities professionals, their institutions, and related communities.
- **CREDIBILITY:** APPA will be the authoritative and influential advocate of the facilities profession within the educational community.

### **MISSION:**

**“To support excellence with quality leadership and professional management through education, research, and recognition”**

### **PRINCIPLES & VALUES:**

**“Integrity, Honesty, Respect, Fairness, Patience, Nurturance, Encouragement, Growth & Development, Service, Quality, and Collaboration”**

## **OBJECTIVES:**

- I: ENGAGEMENT:**  
*Engagement has exceeded targeted levels for identified stakeholders (where engagement is defined as involvement in committees, leadership, and educational programs).*
- II: MARKET SHARE:**  
*Market share of membership levels has exceeded targeted levels.*
- III: DEFINED ROLES:**  
*There are defined roles and offerings at each level of the organization and all stakeholders perceive APPA as a single, unified entity.*
- IV: APPA CREDIBILITY:**  
*APPA has achieved credibility throughout the entire educational enterprise.*

## **STRATEGIES:**

- A: ENHANCE TRAINING & DEVELOPMENT OFFERINGS:**  
*Develop and implement training and development offerings in collaboration with international, regions, and chapters.*
- B: INTEGRATED MARKETING PLAN:**  
*Develop and implement an integrated marketing plan.*
- C: FULLY LEVERAGE TECHNOLOGY:**  
*Fully leverage web-based and other effective technologies.*
- D: RECRUITMENT, ENGAGEMENT, & RETENTION INITIATIVES:**  
*Develop and implement Recruitment, Engagement, and Retention Plans.*
- E: UTILIZATION OF METRICS & MEASURES:**  
*Develop and utilize metrics to assess feasibility and viability of all APPA programs, products, and services.*
- F: ESTABLISH BUSINESS DEVELOPMENT PLAN:**  
*Create and implement a business development plan.*
- G: ENHANCE COMMUNICATION SYSTEMS:**  
*Develop and implement communication systems that are effective throughout all levels of the APPA organization.*
- H: EXPAND RESEARCH:**  
*Expand research to build credibility and assure broad dissemination.*
- I: FUTURE LEADER DEVELOPMENT:**  
*Develop and implement plans to create and engage a future generation of leaders.*