

Strategic Leadership for Large Organizations

..or, what I wish someone had told me
before I took this job!





Learning Objectives

- Think strategically instead of tactically;
- How to position yourself for advancement;
- How to sell others that you're ready to advance; and,
- Learn what other schools look for in candidates and how to interview at another campus without burning bridges.





Presenters

Dave Turnquist, PE, MBA, CEFP

Associate Vice Chancellor,

Facilities Management

University of Colorado Denver

| Anschutz Medical Campuses

Glen Haubold

Associate Vice President,

Facilities and Services

New Mexico State University



Presenters

- Been in their position for a day or two
- Good relations with their administration over several Senior VPs and Presidents
- Accomplishments involve their community as well as their institution
- Particularly interested in mentoring others
- Both institutions have received the APPA Award for Excellence in the past few years



Dave Turnquist, PE, MBA, CEFP, CFM



Associate Vice Chancellor, Facilities Management
University of Colorado Denver | Anschutz Medical
Campuses

University of Colorado Denver | Anschutz Medical Campuses



Doctoral High Research

15,000 enrolled at CU Denver and 4,27 enrolled at the CU Anschutz Medical Campus

The CU Health Sciences Center/CU Anschutz Medical Campus established in in 1922. The CU Denver campus in 1973.

Housing for 711 students at the Denver campus

218 acres

37 Buildings

4.6 Million Building GSF combined campuses

FM – 245 employees

Central Steam and Chilled water distribution loop for the university and two hospitals, over 7.7 Million GSF

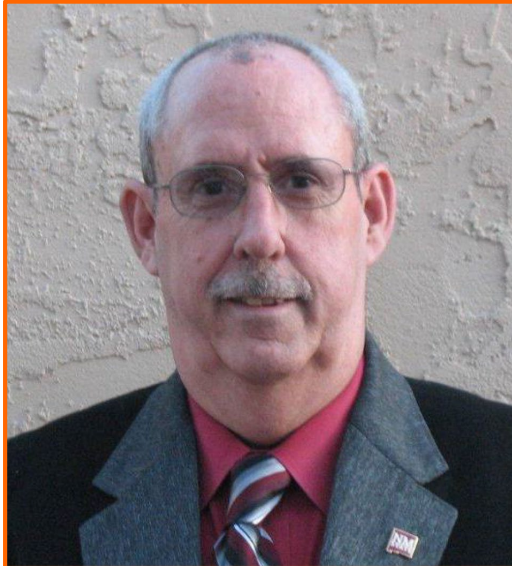


Background

- Started my career in designing structural components in nuclear power plants
- Changed career path to higher education when they stopped building nuclear plants
- Started higher education in project design, construction and codes
- Moved to operations
- Eventually merged operations and projects together, along with other assignments
- Take-away: be open to change, keep learning



Glen Haubold



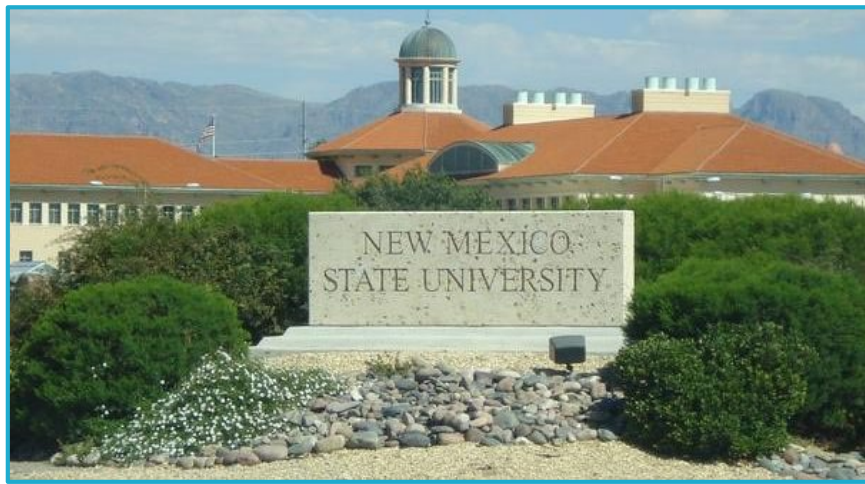
Associate Vice President, Facilities and Services
New Mexico State University



New Mexico State University

- Doctoral High Research
- 14,000
- Established in 1888
- Housing for 5,500 students
- 1,200 acres
- 151 Buildings
- 7 Million Building GSF
- FM – 325 employees
- Cogeneration and thermal storage

3





Background

- Came up through the controls and utility operations side of the house
- Gained experience in construction at the University of North Texas and in private industry
- Take-away: pay attention to all those things you think you'll never use





You Can't Know What You Don't Know

- Everybody comes from somewhere
- Learning how the campus works, not just Facilities!
- Degree is business administration



You Can't Know What You Don't Know

- Facilities can have non-traditional operations. NMSU facilities oversees Environmental Health Safety and Risk Management and the Fire Department.
- CU Anschutz facilities oversees printing, mail, bookstore, food services, parking, and a host of other areas
- Led the Campus Strategic Plan





Check and Fill Knowledge Gaps

- University budgeting
- Uniform guidance/F&A rate
- Construction contacts and controls
- Architectural and engineering design
- Professional growth and continued development
- Build relationships and bridges
- Be able to play in the sandbox with others



Move From Tactical to Strategic

Transactional/Tactical	Strategic
Hiring	Recruitment and retention
Budget over/under	Budget Development
Transactional orientation	Process driven
Leads firefighting efforts	Prioritizes while others execute



Move From Tactical to Strategic

Transactional/Tactical	Strategic
Focus on functionality	Focus on who not how
Daily meetings	Coaches the team
Symptoms of paranoia	Trusts team

A Leadership Success Journey: Moving from Tactical to Strategic Project Leadership

Mr. James B. Forman, MBA, PMP Principal Project Manager ProjectPlus, LLC.

Dr. Richard Discenza, PhD, PMP Professor Emeritus, University of Colorado, Colorado Springs



Two Paths to Advancement



Stay....

- Talk to your bosses boss
- Find committees
- Volunteer for searches



...or look around

- Apply when curious
- Prepare materials
- APPA and others
- A word about references



The Steps

- The cover letter and resume
 - Could be up to 70-100
- Phone interview
 - 8-12 down to 3-5
- Campus visit
- When – and what –
do I tell my boss?





Wrap up

- Find a mentor
- Cultivate work friends on campus
- Build knowledge
- Engage with internal and external campus community
- Develop leadership and teambuilding skills



Discussion



Questions?

