



Journal of Property Management

January/February 2020







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#### President's Letter

#### Inspire and Be Inspired



Cheryl Gray, CPM

I've adopted the above phrase as my IREM theme for 2020, and they're words I take to heart as I embark on my presidential journey with, and for, IREM. In my role as president, I hope to inspire our membership with leadership and guidance from a perspective many may not have considered: that of someone whose experience with property management has largely

come from outside of the United States. And I'll continue to be inspired by the professionals who make up our association, and by their passion for our industry.

Dr. Deborah Phillips, CPM, recognizes, as I do, that inspiration plays a very meaningful role in business, which is why she includes it in her "Vision 20/20" leadership strategy outlined in the feature on P14. She notes that inspiring leaders bring out the best in their employees, creating environments of possibility, appreciating their unique contributions and encouraging them to stretch beyond what they might think is achievable. It's not a "one and done" proposition; inspirational leadership is an ongoing endeavor, but one that will pay off in engaged and motivated employees, which in turn makes it a valuable business tool.

And we have the opportunity to inspire each other with experiences that take place elsewhere but nonetheless spark new ideas we can apply to our own environments. Patricia De Lille, South Africa's Minister of the Department of Public Works and Infrastructure, reveals in the Global Practices article on P12 that she drew inspiration from a presentation about Dubai's Burj Khalifa that took place at the IREM Global Summit last September. As she sets out to address

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I'll continue to be inspired by the professionals who make up our association, and by their passion for our industry. the challenges of supporting urban revitalization, she envisions the development of entirely new cities that provide nearby social and civic needs to their residents. De Lille also realizes that as development continues and existing buildings get reconsidered for other purposes, the need for well-trained



property managers is increasing—and that could inspire those in the industry to expand their knowledge and learn some additional skills to fill the gaps.

But the employees in your charge aren't the only ones who can benefit from your encouragement to develop more skills; there are benefits to be had from taking time to reflect inward and seeing where you personally can grow and become even more effective as an industry leader. This issue's Talent Management column (P28) offers a place to start this process, with a Personal Leadership Action Plan. The column points out that property managers are experts at putting together and executing plans. So why not put that planning expertise to use on yourself? The plan gets its focus from an individual vision statement you compose and builds upon that to establish goals and strategies for personal growth.

Because, you see, inspiration can be found everywhere—even within yourself.

Cheryl Gray, CPM IREM President



### Big bucks, small results

Companies spend an estimated \$3.4 billion annually on developing leaders, but research shows that 50 percent to 60 percent of executives fail to achieve the strategy they were hired to execute within 18 months of taking the job.

Source: Gallup, Vibhas Ratanjee, "Why Leadership Development Needs a Nudge"

### The "Hipsturbia" trend

As real estate prices in big cities continue to climb, would-be city dwellers are looking to



nearby suburbs for places to fulfill their desire for walkability AND affordability. Coined "Hipsturbias" in the Urban Land Institute's Emerging Trends in Real Estate 2020 Report, these suburbs combine city-like conveniences and other amenities with more budget-friendly price tags.

Source: Urban Land Magazine, Bendix Anderson, "Emerging Trends in Real Estate® 2020: Investors Still Drawn to Real Estate"

### The inclusivity + leadership connection

Teams with inclusive leaders are:

- 17 percent more likely to report that they are high performing
- 20 percent more likely to say they make high-quality decisions
- 29 percent more likely to report behaving collaboratively

Source: Harvard Business Review, Juliet Bourke and Andrea Espedido, "Why Inclusive Leaders Are Good for Organizations and How to Become One"



#### Women for the win

Want to improve employees' views of leadership? Hire more women. A Willis Tower Watson analysis recently posed questions to 1.7 million employees at 32 companies within the 2019 Bloomberg Gender-Equality Index in an effort to gain insight into the impact of gender diversity and equality. According to the study, when a company actively promotes women, its employees view the company—and especially senior leadership—more favorably. The analysis found advantages were most notable if at least one-third of promotions go to women.

Source: *The Business Journals*, Caitlin Mullen, "Employees View Gender-Diverse Companies More Favorably"

"If your actions inspire others to dream more, learn more, do more and become more, you are a leader."

—John Quincy Adams

### Abandoning the fixed mindset

If your business strategy does not include the development of growth mindsets, it's time for a reboot. Stanford University psychology professor Carol Dweck suggests that leaders who embrace and promote the growth mindset philosophy with their teams see increased innovation, learning and development. To begin reaping those benefits, here are a few ways to get started:

- Foster continuous learning by encouraging employees to ask questions.
- 2. Leverage your (or implement a) learning management system (LMS). A properly used LMS can organize and track your organization's training initiatives, and it should be packed with useful information to build employees' skills or knowledge.
- 3. Encourage rich conversations through daily employee check-ins and frequent performance reviews. Taking the time to really listen offers opportunities for "growth mindset coaching."

Source: Forbes, Stephen Childs, "Why a Growth Mindset Should Be a Part of Your Overall Business Strategy"



### Coming Into Your Own

Starting a property management company

By John Salustri

Just starting your property management career? Looking for a refresher course? IREM has a wide range of education options to suit your needs and schedule. Visit irem.org/education to learn more.

o you want to be your own boss, launch your own company, sit back and reap the rewards. Not so fast. The rewards are there, but they lie at the end of a long and sometimes challenging road. Along the way, expect long hours, little sleep and, possibly, even less pay.

In 2014, industry veteran Tiffany L. Jackson, CPM, CAM, launched her own business, Compass Management, LLC, in Denver. And in the IREM Accelerator: On-Demand three-part series, "How to Start a Property Management Company," she does a deep and very frank dive, based on her own experience, into the steps for getting a company off the ground.

#### Pre-Launch

"Being a property manager and running a property management company are two very different things," Jackson states.

"It's like having a child. It's a 24/7, 365-day job."

The more work you do up front, the stronger your business foundation will be, and Jackson spells out some of the critical areas a new company owner needs to address prior to launch, like licensing, insurance, taxes and other costs associated with a start-up. There are also hidden challenges in choosing a name and a URL for your website—and costs that can escalate into the thousands if you're not careful about your selections.

Along the way, beware the internet scammers. "It's easy to think you're on the IRS website when you're not," she warns. Suddenly, what should be a little- or no-cost process, such as getting a Federal Employer Identification Number, can "cost you much more."

For motivational support as well as business advice in those times of doubt, she advises entrepreneurs to, "Ask some people who own businesses to mentor you. Surround yourself with people who believe in you."

Finally, take your time, especially in the creation of a business plan. "If it takes you six months to a year to complete, it will be worth it once you launch," she says.

#### Launch

For Jackson, after the completion of her business plan, the company website, "was the very first thing I worked on," despite the fact that some of her advisers said no one cares about a web presence. Jackson disagrees. "Potential clients want to see that I'm legit, and a website gives legitimacy." She also recommends asking an industry outsider to review your site. "If it makes sense to them, it will make sense to a potential client."

Jackson worked from home until she had spare dollars to rent, first an executive suite, and ultimately, an office. Staffing was a bit more challenging, with questions such as whom to hire first—accountant, admin, or maintenance tech, and at full- or part-time status?

She has much solid advice on the business development front, but probably the most critical is to watch your step while you're still working for someone else: "Remember your IREM ethics training."

#### Post-Launch

Building her business, Jackson had the opportunity to reflect on matters she could have addressed differently. For instance, "I didn't realize before launching how much I would have to do, and for how long," she says. "You'll be your own accountant and business development manager and admin, as well as president and CEO."

She also urges everyone to get a qualified CPA right away—with the emphasis on "qualified"—and recommends hiring a payroll company at the start. "That might seem excessive when it's just you," she urges. "But decide how you're going to pay yourself and stick to it. It's worth it when you realize the payroll company is going to keep track of your pay and how much needs to be dedicated to taxes. And they'll make the quarterly tax payments for you."

Finally, ongoing education will serve you well. "You wouldn't go to a doctor who didn't keep up with continuing education," says Jackson. "That applies to property management as well." She suggests "Leading a Successful Property Management Company" (BDM603) for anyone interested in starting their own company, as well as those pursuing the AMO accreditation.

The rewards of owning your own business are great. Just be prepared to work—hard and wisely—to realize them.

**John Salustri** is a contributing writer to JPM.



Being a property manager and running a property management company are two very different things. It's like having a child. It's a 24/7, 365-day job.

-Tiffany L. Jackson, CPM, CAM



### Mining the strength of differences

The IREM Diversity Advisory Board ensures that all are welcome, supported and heard

By Jasmyn Sylvester, CPM, ACoM

or most, "diversity," "equity" and "inclusion" seem to be words that can be used interchangeably. In reality, they're related but cover different ground. The University of Michigan's Chief Diversity Officer Robert Sellers puts it very succinctly: "Diversity is where everyone is invited to the party. Equity means that everyone gets to contribute to the playlist. And inclusion means that everyone has the opportunity to dance."

The IREM Diversity Advisory Board is the orchestrator of an incredible industry dance party, where everyone is invited to join in, contribute and boogie! We work at the national level to attract and welcome a diverse

membership, starting with a focus on ethnic diversity and jumping off from there to other attributes, like age and gender. The board concentrates on career advancement, education and certification, and also makes appropriate recommendations for adjustments to IREM diversity programs as needed. IREM affirms we are an inclusive organization that embraces and values differences and welcomes all individuals. We provide equity to our members, vendors and staff. In addition, the Diversity Advisory Board serves the IREM Foundation's mission to support initiatives developed by IREM. Such initiatives include the Diversity & Inclusion Succession Initiative (DISI)

and a reinforced partnership with the Real Estate Associate Program (REAP).

#### Partners in Progress

DISI recognizes IREM members from underrepresented groups in the real estate management profession who have demonstrated leadership skills at the chapter level, an interest in advancing their leadership skills at the national level and an interest in advancing their property management careers using IREM networking and resources. In 2019, the board was honored to name 10 dynamic leaders from across the nation as part of DISI. Thanks to the IREM Foundation, these leaders were granted an opportunity

to attend the Global Summit in San Francisco. They were also paired with mentors or industry peers who provide additional support for career advancement as they navigate the intricacies of the property management industry and their individual workplaces.

Last year, the Diversity Advisory Board felt it was imperative to explore an increased involvement with REAP, as IREM serves as one of its Silver Level Sponsors. REAP is an industry-backed, market-driven initiative that serves as a bridge between talented minority professionals and commercial real estate companies looking for talent. It is a 10-week program offered in major markets such as New York, Washington, D.C., Atlanta, Chicago, Cleveland, Dallas and Los Angeles. We have been successful in sending representatives to these sessions to further publicize the value of the IREM membership, certifications and network. The effort has resulted in increased membership, and we continue to build on our relationship with REAP to welcome its students to our IREM family. Furthermore, we aim to provide REAP with access to IREM members who could teach a course as part of the REAP curriculum. We are ecstatic about the opportunity to support a vital industry program that bridges the gap between our organization and other phenomenal industry professionals.

### Women's Contributions to the Industry

The Diversity Advisory Board is thrilled to have sponsored "Breaking the Glass Ceiling: Empowering Women in Real Estate," an impactful education session at the 2019 Global Summit in San Francisco. During this session, we welcomed author and transformational leader Anne Loehr and a panel of distinguished women leaders that included Shannon Longino, 2019 IREM CPM of

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Diversity means the differences between us, based on which we may experience disadvantages or encounter barriers. Inclusion is celebrating, valuing and amplifying perspectives, voices and values that have been disadvantaged and/or marginalized.

—Ava Holliday, Founding Partner, The Avarna Group

the Year, in addition to members from Japan and South Africa. They shared their experiences navigating through workplaces as women in property management, offering tips on how men can support their female counterparts in the boardrooms; how companies can retain their top talent who happen to be women; how women can champion one another; and how women can confidently champion themselves in an atmosphere that may not be as welcoming of their differences.

Loehr mentioned in the session that at some level we all possess unconscious biases, whether we recognize them or not. It is our duty to keep them in check because when we inform our decisions and actions with these biases, we hinder the ability to create environments that welcome diversity and inclusivity. When we create such environments, each individual can be comfortable bringing their authentic self, which inspires them to operate to their full potential. This is what IREM is about.

#### Taking the Next Steps

We are an organization that comprises the very best industry leaders the world has to offer. The Diversity Advisory Board is in place to ensure we are creating a space where everyone can feel encouraged to bring their brilliance to the table. Though we have made tremendous strides in diversifying our membership, we

must continue to develop our members into top-notch leaders if we intend to remain an industry power-house that advances the careers of our professionals.

In order to do so, we must manage how we are operating at the local and national levels to welcome diverse members and retain them. Are we employing practices that are inclusive of the entire membership? How are we championing the entire group versus select individuals? What methods of membership outreach are we using to ensure we are including a wide range of individuals? Are the first points of contact for new members operating in unconscious biases that may deter members from staying? The Diversity Advisory Board is IREM's resource for exploring these questions, benchmarking our progress and helping move IREM forward!



Jasmyn Sylvester, CPM, ACoM, is the 2020 chair of the IREM Diversity Advisory Board. She has been recognized within IREM as a 2018 Diversity Scholar, 2017 30 Under 30 honoree and Rising Star of the North Florida Chapter. Jasmyn currently manages a portfolio of retail properties throughout northeast Florida and southeast Georgia for The Shopping Center Group in Jacksonville, Florida.



### Stepping up for sustainability

The property management industry needs sustainability leaders to step up

By Lynne Miller, CPM, RPA, LEED® AP O+M

66 **Important** characteristics of a sustainability leader include a combination of innate beliefs and behaviors and relevant skills.

-Lynne Miller, CPM, RPA, LEED® AP O+M

limate change impacts have become more tangible, with phenomena such as stronger, more frequent storms and wildfires becoming ongoing concerns for more parts of the world. As a result, more businesses are focusing on sustainability. In fact, the management of environmental, social and governance (ESG) factors, which include sustainability, is now arguably a top-three issue for institutional owners.

More property managers will be asked to contribute to sustainability projects for their owners, but they will also be asked to look at their own corporate identities and values. The property management industry will need sustainability leaders to step up.

#### Choosing a Leader

Important characteristics of a sustainability leader include a combination of innate beliefs and behaviors and relevant skills:

- · Strong moral and ethical standards
- · Passion about sustainable business practices
- · Commitment to making environmental and social changes to support sustainability
- Ability to motivate others to support a cause
- Willingness to stay on top of a rapidly developing field and transfer knowledge to others
- · Ability to track value impacts and prepare sustainability reports

Someone already on your team may possess these qualities and be just the person to lead your company forward. IREM's Sustainability Advisory Board has several members who came from other roles to become the sustainability leaders in their companies.

You may have to recruit someone to lead. In addition to your IREM network, the memberships of organizations such as the U.S. Green Building Council and the International Society of Sustainability Professionals offer qualified candidates.

#### Leading a Sustainable Team

After finding your leader, gaining buy-in from property teams will be both an initial and ongoing leadership challenge for that person. Ways to ensure commitment to and participation in the program include:

- Empowering teams when creating policies and selecting sustainability measures for properties
- Setting realistic, achievable goals
- Conveying information using clear and concise communication that avoids lingo
- Communicating the value of sustainability to the company in new employee onboarding
- Making the program social through competitions
- · Publicizing results and sharing success stories

#### **A Leadership Story**

I'll share a story from my recent experience where I saw a need for someone to step up. In 2016, the City of Los Angeles adopted the "Existing Buildings Energy and Water Efficiency Program." This ordinance requires all buildings that are at least 20,000 square feet to benchmark energy and water annually, and conduct energy and water audits and a retro-commissioning study every five years.

The ordinance is being implemented in tiers according to square



footage and other factors, so my company's entire portfolio was not impacted right way. However, soon after it passed, I felt it was important to learn more and provide information to my colleagues.

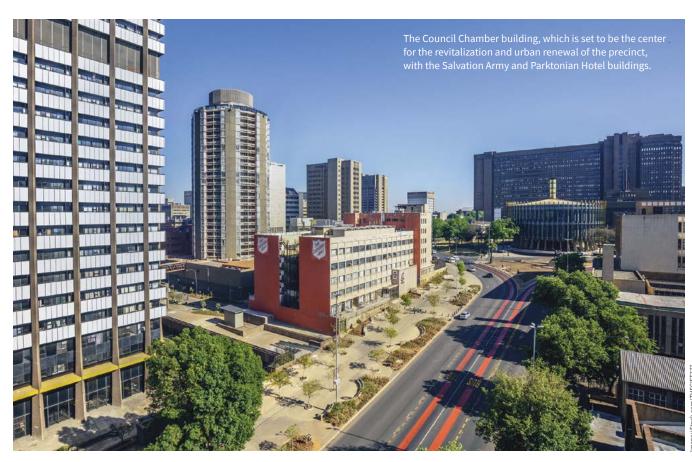
To do so, I attended a four-hour workshop held by Los Angeles Better Buildings Challenge (LABBC) and IREM and coordinated two internal training sessions. I became the point person for our benchmarking company to ensure all properties were in compliance by their due dates.

By stepping up, I enabled my company to take a proactive, strategic approach to this sustainability issue. We can now demonstrate to our clients, our community and our own teams that we are on top of this rapidly evolving aspect of real estate operations.

More stakeholders pay attention with each new climate emergency, so sustainability leadership, like that in my example, will only grow in importance to the real estate industry and property managers.



Lynne Miller, CPM, RPA, LEED® AP O+M, is a director of the Los Angeles Property Management division for Charles Dunn Real Estate Services, Inc. in Los Angeles. Her many activities within IREM include serving as chair of the Sustainability Advisory Board, as a member of the Governing Council, and as an IREM instructor.



### Change agent

Official lays the groundwork to transform property management in South Africa By Daniel Morales

idway through her remarks at the International Forum during IREM's 2019 Global Summit in San Francisco, Patricia de Lille paused for a brief moment and admitted that she was inspired by the previous speaker's account of the development of the Burj Khalifa and Dubai: "I've always had this dream of building a new city."

De Lille is South Africa's Minister of the Department of Public Works and Infrastructure. Her ministry is the custodian of 29,000 registered and unregistered land parcels as well as 83,000 buildings. As mayor of Cape Town from 2011 to 2018 and now as a cabinet minister, de Lille has been working to overcome apartheid spatial planning and the country's increasing urbanization that is pulling citizens into cities while also keeping many at arm's length in peripheral suburbs.

"That's why I found the story of Dubai so interesting," she said. "While we're struggling to integrate our cities across South Africa, it would be great to integrate a city by building a new city."

I sat down with de Lille after the International Forum for a conversation about property management and how the public and private sectors can work together.

#### What are South Africa's housing needs and how is the government addressing them?

We are doing the revitalization of the inner city. The nucleus, the core of that project, is that we want to build government offices in close proximity to the public. Using government-owned land and investing in infrastructure like the park services, we then can do a mixed development. So, in close walking distance you will have your commercial activities, you'll have social infrastructure like schools and clinics, and you will also have government office buildings and integrated housing in density. You create a community.

Our tendency has been to build houses, but far away from facilities, far away from the city center. Most of the time, government will give those houses away free. But

giving a person a free house does not necessarily mean it is an affordable house, because they have to travel far. The whole idea, because of our past history of the apartheid spatial planning, is to bring more people in. The biggest challenge for us is to build density and go up, rather than continue with the urban sprawl.

Then over and above that, President Cyril Ramaphosa has said that we must explore the building of a completely new city. That is the team that I'm going to lead together with other ministries. It's just an idea now. So we still have to look at bringing the architects and designers together and to design a livable city. Where people can work, live and play, and they can have access to public transport, but in a five-kilometer radius. And we will use government-owned land to build that city. That is the exciting part of my job. We are going to build a new city for the first time in the history of our country.

#### How can individual property managers play a role in South Africa's housing situation?

The important part of management is how you manage the maintenance and repairs of existing buildings. There's a big need for that in South Africa. I have just identified 300 buildings that are in disrepair that cost a lot of money to rent security to guard the buildings. We want to release them into the market, so that if the private sector decides to become involved, they can fix the buildings, they can put in the resources, and then you give them a lease for 50 years afterwards.

Of course we will interact with private partners. If it's a commercially zoned building, can we as government rent some office space there? Or can some of the buildings be repurposed for student accommodation? We need a lot of student accommodation. My strategy has been to consult with them, privately now, to hear whether they have the appetite and what kind of conditions they would like to see. There's always a big trust deficit between the private sector and government.

To show our good intention from government, we have pledged 100 billion rand [approximately \$6.84 million] as part of a blended fund to invest in infrastructure. Then they have joint control over how we spend the money and how we prioritize. With any infrastructure budget, you must divide that money into, say, 60 percent to build new infrastructure, but 40 percent to repair and maintain the old infrastructure.

#### What advice would you give IREM members on how to build consensus that gets results?

We need to start from a government point of view and acknowledge and accept that government can't do it alone. You've got a backlog of infrastructure. You've got the impact of climate change. The way our cities have been designed, they're 300, 400 years old. If, for instance, you take the water reticulation system. The way old cities have been built was to build a reticulation system with storm water pipes that put all the water into the sea. Now, you have to redesign the infrastructure so you can catch that water somewhere. You almost need to have a separate reticulation system for water that you recycle, which can be used by industries, and a water reticulation system for drinkable water. That is where the partnership needs to come in, with that expertise from the private sector.



While we're struggling to integrate our cities across South Africa, it would be great to integrate a city by building a new city.

—Patricia de Lille, South Africa's Minister of the Department of Public Works and Infrastructure

But also in terms of managing these big infrastructure projects, some governments don't have a good record on spending their resources. For example, in our case, it's not that we don't have the money for infrastructure development, it's the capacity to spend. The more property managers you train, especially for facility management to keep the buildings in good condition, the more property managers who can help with the town planning and design of what needs to come where in our cities.

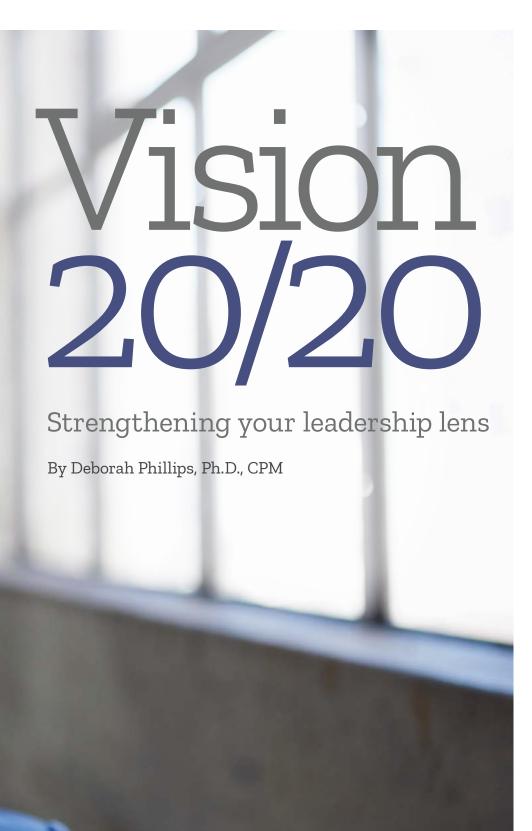
You also find that the property management space is predominantly white, so you need to have more property managers trained so that you at least transform that sector also.

That is why the training from IREM is so valuable. Because it brings with it an international input together with the local universities that can design the curriculum that will suit our own local conditions but at the same time have that international recognition. Then we know we're staying in touch with the international developments also.

Daniel Morales (dmorales@irem.org) is international programs liaison at IREM Headquarters in Chicago.



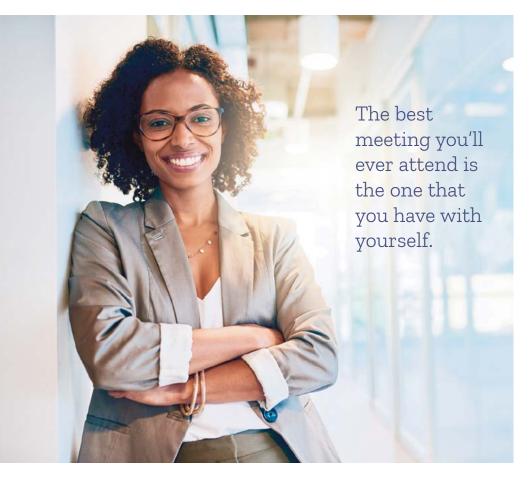
Image: iStock com/mo



#### Happy New Year!

Hopefully, before you tied a bow around 2019, you were able to allocate some time to your preventative health care, including a vision test. In my earlier years, I remember classifying these types of checkups as just another obligation or interruption to my all-consuming host of activities and responsibilities. Now older and wiser, my curiosity got the best of me during my recent eye exam, and I engaged my favorite ophthalmologist as to the literal meaning of 20/20 vision. Anticipating a long and complex medical description, I was pleasantly surprised when Dr. Butterwick offered two simple words: visual acuity. The term "20/20 vision" is used to express the clarity or sharpness of vision measured at a distance of 20 feet.

Perhaps it was the dilation process that kept me still for longer than a nanosecond to simply soak in my favorite thoughts of how to strengthen the lens of leaders in the year ahead. My mind kept hovering over one word—acuity.



bit blurry for us as leaders. Our businesses are caught in the undertow of unprecedented disruption and market turbulence, not to mention skill shortages, stakeholder demands, extreme digital transformation and technological advances, just to name a few challenges. Developing systems and processes to improve performance, increase market share or create value chains that outperform the competition are hot topics in C-suite meetings, almost ad nauseam, and it's enough to make your head spin. As leaders, we are drowning in information, yet starving for wisdom. At the very least, we're hoping for a little morsel of calm to sustain us before the next avalanche of decisions, debates and flurries of uncertainty. "Decision fatigue," "brain drain" and "blurred vision" are phrases

The current environment can be a that leaders often use to describe

their feelings after examination of the last quarter's results or at the close of meetings involving strategy, execution or deployment of resources.

The great news is that it IS a new year! It's a wonderful opportunity to sharpen our acuity as we seek 20/20 leadership vision. I often say that the best meeting you'll ever attend is the one that you have with yourself. A new year is a great time to "shake your Etch A Sketch," get clarity about what you want to accomplish in the year ahead and define your "why." According to Stephen Covey, "Leadership is communicating to people their worth and potential so clearly that they come to see it in themselves." I always like to add my own pinch of wisdom—that in order to inspire others to work tirelessly to achieve a goal, a leader must first have a clear and compelling vision of the future, and that leader must be able to convey what success looks like in a way that helps others visualize a better future. Leadership author John Maxwell describes it as the "Law of the Lid": Leadership ability is the lid that determines a person's level of effectiveness. To be blunt, 9s and 10s won't follow a 7! To help us strengthen our leadership acuity, let's consider our own VISION.

#### V: Values

If you don't know what you stand for, you will fall for anything, as the adage goes. As leaders, these are our non-negotiables. My daughter would say our values are our personal "brand attributes," or the things that are important to us, and the characteristics and behaviors that motivate us and guide our decisions. When you want to know what's important to someone, look at how they spend their time. We all have a "life pie," and not all slices of the pie are equal. The time we allocate to our vocation, community, health, finances, friends, family, rest and recreation reflect our personal values.

66 Leadership is communicating to people their worth and potential so clearly that they come to see it in themselves.

-Stephen Covey

#### I: Integrity

The bedrock of success. The foundation on which all else stands. As Warren Buffett often remarks, "I look for three things in hiring people: integrity, intelligence and a high energy level. But if you don't have the first, the other two will kill you." Integrity is making sure the things you say and the things you do are in alignment. Integrity is choosing courage over comfort; it's standing up for what is right over what is popular. The two aren't always in tandem. Success will come and go, but integrity is forever. Your reputation is a reflection of your integrity. It's like glass—once it's broken, it never goes back to exactly what it was, no matter how much you try to repair it. Associate with people of integrity, and reject anything that tempts you to lower your standards.

#### S: Simplify

When things become too complicated, simplify. To unlock innovation and be positioned for success in the complex world of the future, companies must make business simplification a strategic imperative today. A study conducted by the Wharton School of the University of Pennsylvania concluded that corporate inertia, lack of clear prioritization from top management and underutilized technology solutions are some reasons why there is such blurred vision in today's workplace. Daniel Levinthal, a Wharton management professor, shares that "as organizations get pulled in different ways, whether through different technological platforms, pulled geographically or pulled trying to serve diverse market demand, there's a natural inclination that causes them to accumulate more complex

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processes." In a recent survey, an average of 74 percent of respondents said complexity in business processes and decision-making has strongly inhibited their companies' ability to meet goals. Steve Jobs truly believed that simplicity was the key to his and Apple's success and was once quoted as saying, "Simple can be harder than complex: You have to work hard to get your thinking clean to make it simple. But it's worth it in the end because once you get there, you can move mountains."

As leaders, we also need to simplify the way we communicate. How often have we played email tag, having a back-and-forth dialogue when we could have picked up the phone or

walked down the hall to speak to a colleague? There have been several studies into how much time little distractions take up in an average day, most notably one by the University of California, Irvine (UCI), which found we take on average 25 minutes to get back on track following a distraction. A similar study by another research firm, Basex, estimated interruptions like these cost the U.S. economy \$588 billion a year. As my doctoral professor at Georgia Tech often reminded me, "If you can't explain it to someone else, you probably don't understand it yourself."

#### I: Inspire

"Inspire" comes from the Latin word that means to inflame or to blow into. When you inspire something, it is as if you are blowing air over a low flame to make it increase, or filling a balloon with helium to make it rise. Leaders who inspire others are those who bring possibility into the lives of their associates and create opportunities for them to use their strengths, or as I refer to it, to play in their "genius zone." My years of research in leadership and employee engagement reveal that people do their best work for those who believe in them and recognize their individual contributions. Phrases like, "My best boss ever was the one who pushed me beyond my own limits, raised the bar in expectations and encouraged me to do my best," are commonly shared by engaged employees who have inspiring leaders. Research also confirms that one of the primary differences between transactional leadership and transformational leadership is the ability to inspire others.

#### O: Optimize

Under mounting pressure to perform, many corporate leaders are looking to business process reengineering to improve performance, and in many



Best-in-class performing companies recognize that the creation of unpredictable "surprise and delight" moments for the customer necessitates the creation of predictable systems to support them.

ways that makes sense—after all, processes give shape to an organization and are often useful for coordinating routine flows across large organizations. The routine work of a company should be done as efficiently as possible, which increasingly means incorporating automation. Best-inclass performing companies recognize that the creation of unpredictable "surprise and delight" moments for the customer necessitates the creation of predictable systems to support them. When conditions and requirements shift constantly, processes become outdated and fail. While process optimization can still certainly help reduce costs and streamline operations, leaders should consider a different kind of organizational rethinking for significant performance improvement. Competition can come from anywhere—doing well relative to the competitors on your radar isn't enough. Many barriers to competition are falling, and many boundaries between industries and between markets are becoming more convoluted. Consumers have more access to information and alternatives than ever, along with a concurrent increase in expectations. It's not just consumers: workers also have more access to information and alternatives—and with those come increased expectations, too. At the same time, employees in all kinds of environments face increasing pressure to reach higher levels of individual performance with fewer resources. The useful life of many skills is in decline, creating a constant pressure

to learn fast and adapt. Many companies have struggled to effectively respond to these pressures since long before the Internet of Things and cognitive technologies added new layers of complexity. Learning to deal in ambiguity, while at the same time being agile, redefines optimization in its entirety.

#### N: Net-Weave

I prefer "net-weaving" versus networking. For me, networking seems too transactional while net-weaving is transformational. No one achieves success alone, and I believe that those closest to us have a major impact on the degree of success we achieve. I could literally write an entire article on the "go-grabbers" vs. "go-givers." There are generally two types of people in life: those with a fixed mindset and those with a growth mindset. Net-weavers want to grow and form relationships based on authenticity, generosity and trust. Networkers are focused on a fixed outcome and are generally bound by a time frame. While leaders may lead by virtue of who they are, leaders also create value by virtue of their relationships.

If you surveyed a trillion people, you could possibly end up with a quadrillion examples of what it takes to be an effective leader, but I always gravitate to one of my first lessons in leadership from author and consultant Warren Bennis: "Leadership is the capacity to translate VISION into REALITY."

It's 2020. Set your VISION and strengthen your leadership acuity.



**Deborah Phillips, Ph.D., CPM**, is the founder and president of The Quadrillion, a Georgiabased consulting firm that develops systems and processes aimed at enhancing employee engagement for organizations. She is also the 2020-2021 IREM Region 4 vice president, representing chapters in Florida and Georgia.

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## Bright spots in business

REME Award Winners, United Plus Property Management and The RMR Group, shine a light on their success

By Myrna Traylor

#### As the saying goes,

winners aren't born—they're made. The idea bears repeating when evaluating what makes certain organizations, and teams within those organizations, so successful. The IREM REME Awards recognize exceptional performance and contributions to the real estate management industry, and celebrate success as the best of the best in each category. These winners of the 2019 REME Awards have demonstrated, in a multitude of ways, just what being the best looks like.







#### AMO of the Year: United Plus Property Management

Jeff Arnold, chief operating officer of United Plus Property Management (UPPM), LLC, the management arm of the United Group of Companies based in Troy, New York, reports that their status as an AMO is critical to attracting developers, lenders and asset man-

agers. "It's one of our No. 1 arrows in the quiver when we're out looking for business," he says.

And business is good. UPPM has about 3,000 employees managing more than 300 units of active adult (age 55+) properties, 2,500 student housing beds, 2,500 multifamily units and half a million square feet of commercial space in



The SUN program is unique and sets us apart right away. That, along with the AMO accreditation, gives us a little more

-Jeff Arnold, COO, UPPM, AMO

horsepower.



COO Jeff Arnold leads a 2019 economic forecast panel discussion at an IREM New York Capital Region chapter luncheon.

Massachusetts, New York, Maryland, Georgia, Florida and Colorado.

The active adult space is a strong focus for UPPM. With the huge number of baby boomers looking for convenient and carefree retirement living, the company is thriving. In addition to the nuts and bolts of property management, the Senior Umbrella Network (SUN®) programming touches on wellness and lifestyle topics for residents. It includes healthy living, financial planning, education and entertainment.

"As more developers try to enter this space, they're having trouble qualifying property managers" who specialize in active adult living to satisfy lender requirements, reports Arnold. "The SUN program is unique and sets us apart right away. That, along with the AMO accreditation, gives us a little more horsepower."

And while the SUN program is a corporate cornerstone, other notable efforts bubble up from local managers and their teams. "We encourage property managers to organize outreach and speak to stakeholders in their communities," Arnold says. In one such case, managers for student housing at Hudson Valley Community College were able to make special arrangements for the football team to use student housing when they arrived for practice before the term's official start. It wasn't just a matter of unlocking doors, though. UPPM held special events to welcome the athletes—and provided free gear.

"We give our team the training and the tools, and they go out and put that into place. We collaborate with the home office and the site teams to make good things happen," says Arnold.

Some of that training is acquired through United University, a program for UPPM's site teams, including office staff, property managers, assistant property managers, leasing agents and community managers for student housing sites. Created in 2016 and following a college-like format, participants take classes at their own speed and receive an "associate's degree" upon completion. "Once they have their associate degree," says Arnold, "they can get their IREM ARM [Accredited Residential Manager]. When they complete their "bachelor's degree," they can



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We also encourage each account to get new reviews on fresh content as soon as possible, from new tenants or residents, and make sure that each property is showcasing its amenities in original, organic programming every week.

-Greg Eves, UPPM marketing and PR specialist

start working toward their CPM designation. So, we integrate IREM learning into our United University."

Besides fulfilling a company leadership development goal, the United University serves to help combat attrition. UPPM incentivizes participants in the program: Those who participate in the United University program, then remain with the company for a year after receiving their associate's degree, receive a monetary bonus. "This new generation has a hunger for development, so we give them this platform," says Arnold. "And the participants love it. It's something that people don't see at other companies." He also notes that past participants of the program, once they have their bachelor's degree, are automatically invited to interview for any open positions.

The exchange of new ideas and opportunities has extended to the wider world of IREM. "I've had a

couple of different companies call and ask how to put an education program together," Arnold says. "That's what I like about IREM; we all learn from one another."

UPPM's training extends to social media as well. Greg Eves, marketing and PR specialist for UPPM, works with managers in all of the company's properties to execute a social media strategy. Since each of the 30 properties has its own Instagram, Facebook and Twitter accounts, UPPM instituted a set of social media guidelines known as Socially F.I.T. "The guidelines help managers be aware of their online reputation," says Eves. "We also encourage each account to get new reviews on fresh content as soon as possible, from new tenants or residents, and make sure that each property is showcasing its amenities in original, organic programming every week."



United Group CEO Michael J. Uccellini, CPM, speaks to IREM members at a local chapter meeting.

THE RMR GROUP

#### Employee and Leadership Development Award: The RMR Group

Training and development are prominent aspects of the corporate culture at The RMR Group, an alternative asset management firm based in Newton, Massachusetts. With more than \$32 billion in assets under management, the company is committed to attracting, training and advancing highly qualified talent.

The Leadership Development Program (LDP) recruits recent graduates from

top-tier MBA programs, as well as applicants from within the organization, to participate in a two-year rotational program with four six-month rotations. LDP associates work alongside top executives and managers in all facets of business operations. Associates explore meaningful, impactful projects and gain exposure to investment, leadership and operational strategies that allow the organizations to evolve and reach their highest potential.

The program begins in the corporate office near Boston with real estate projects in acquisitions, development, property management and asset management. "Associates go through a series of rotations across The RMR Group and its managed companies: Five Star Senior Living, TravelCenters of America and Sonesta International Hotels Corporation," says Eileen Kiley, senior vice president, chief human resources officer of The RMR Group. "Associates have the chance to work on relevant projects, be innovative, have an impact and learn from senior management in companies with distinctly different platforms. This makes RMR's LDP an exceptionally well-designed experience that accelerates their development."



Associates of The RMR Group's Leadership Development Program (LDP) in action.

Another premier program in RMR's development portfolio is Managing with Impact (MWI). The workshop helps managers set clear expectations, delegate and provide targeted performance feedback, all with the goal of helping employees perform at their highest level, deepen their contribution to the organization and grow professionally. "Managers' use of MWI techniques can enhance individual and team performance, while delivering measurable results," Kiley says. "These practices are also helping managers work collaboratively, and foster creative problem-solving and innovation across teams. In a high-growth environment, these skills are essential."

In the workshops, managers also learn to collaborate with all people in their sphere of influence, from tenants to staff to construction companies and other vendors. "There is intensive role-playing and communication practice," says Julia Paluka, area manager and broker of record, based in RMR's Denver office, who has gone through the MWI program. By sharing the training throughout the company, managers learn to take a consistent and proven approach to solving problems and managing staff.



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These practices are also helping managers work more collaboratively, and foster creative problem-solving and innovation across teams.

—Eileen Kiley, SVP and CHRO, The RMR Group

RMR also offers an on-boarding program for employees at all levels. Managers are able to supplement one-on-one training with online modules that employees complete to ensure essential knowledge and skills. Employees like the approach and appreciate having the online resources for future reference.

Still, personal improvement isn't limited to work. The LiveWell Employee Wellness Program helps team members with several lifestyle areas, including health and fitness, financial planning and work-life balance. Along with education, there's a healthy dose of competition. Employees take webinars to learn the basics and can use a dedicated mobile app to participate in challenges. "Many companies have wellness programs," says Paluka, "but RMR's LiveWell program is very interactive. Employees can post photos and videos of

their accomplishments to cheer one another on."

These programs, along with tuition reimbursement and mid-year bonus programs, demonstrate RMR's commitment to its employees and managers, which will support the company's growth. "The Executive Committee is keenly aware that human capital is essential to the company's continued success," Kiley says. "They are very proud of how our growth has provided our employees with opportunities to grow professionally and into leadership roles.

"By continuing its investment in leadership and employee development programs, The RMR Group is building a team of committed, engaged and talented professionals who are key to RMR being a premier, world-class alternative asset manager."

**Myrna Traylor** is a contributing writer for JPM.



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Participants are finding that it's a good way to gain experience in different functions.

—Julia Paluka, CPM, The RMR Group

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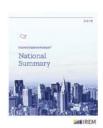












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### Mind your gaps

Reinforce strengths and transform weaknesses with a Personal Leadership Action Plan

By Myrna Traylor

o often we are given the responsibility of training and mentoring others, helping them develop their leadership qualities. Maybe it's time to give ourselves that same coaching and leadership development.

#### Where to Start

First, you need to do a rigorous selfassessment. Make a list outlining all of your job responsibilities. Rate yourself on each criteria. This doesn't have to be finely tuned—just give yourself a simple ranking system, like a three for excellent, two for acceptable and one for needs improvement. While you can use your most recent performance evaluations or casual feedback that you have received, you must also be brutally honest with yourself. If you have access to the job descriptions of positions you aspire to, include those skill requirements in a second list and perform the ranking exercise again.

Once you have a road map for competencies that you would like to improve upon or acquire, think about typical work situations in which you have used the necessary skills. What

A Class Act. The IREM course Leading a Winning Property Management Team (HRS402) includes more information on how to develop your own Personal Leadership Action Plan, as well as how to successfully recruit, train and lead a top-level staff.

Creating a plan for improving your leadership skills should flow seamlessly from skills you already have.

> prevented you from succeeding—or excelling—in those situations? Think about the performance shortfall as a gap that you need to fill.

#### Develop a Personal Leadership Action Plan

Being a property manager is all about executing plans—for leases, maintenance or otherwise. So creating a plan for improving your leadership skills should flow seamlessly from skills you already have. Before you dive in, though, you might want to take some time to develop a personal vision statement that can guide you as you work through each step in your plan. The vision statement should have three parts, defining what you want to be, what you want to achieve or contribute, and the principles, attributes or values you will use to make decisions. Here is an example: I want to be a regional director by adopting cost-saving measures across all properties, using my keen eye for detail and

> ability to rally my team members. while ensuring the safety and comfort of all residents/tenants.

Once you have your vision statement to inspire you, it is time to draft your plan. Remember that your plan can be fluid; you can adjust your goals

and how you will achieve them as you proceed. Decide whether an online format or hard-copy notebook—or a combination of the two—will work best for your project. The guidelines listed below should help you approach each aspect of the plan.

Outline specific goals. Review your self-assessment, and set a goal for four or five areas that are the most important for you to improve and that support the vision statement you drafted. (Too many goals might be unmanageable and cause you to dilute your efforts.) For every goal, list one or more activities or tactics that will boost the quality or skill you need to master. If your goal is to become an outstanding motivator, for instance, one tactic might be to review literature on successful leadership methods. Remember that goals can also include soft skills, such as becoming a better listener or speeding up responsiveness to staff or resident communications.

Set a time frame. Your plan should have an overall schedule. That also should include interim milestones for certain work activities, like quarterly meetings, or learning opportunities, like a class offering, seminar or workshop.

Change your behavior and/or increase your knowledge base. Growth will come from modifying existing behaviors or learning entirely new skills. For example, a shoot-from-the-hip communication style might be problematic when you should be showing mastery of complex information. You can still be honest and forthright—you just want to demonstrate that you can back up your assertions with facts that support your position.

Where you don't have the skill, figure out how to get it. Say you're great with tenant relations, but your knowledge of





financial management could use a boost; you could enroll in one or all three of IREM's Asset Track courses to get a solid foundation in asset analysis and use of the IREM Financial Analysis Spreadsheet, or sign up at irem.org for a live or on-demand Accelerator about budgeting. Or, you could read books by thought leaders who have expertise in financial practices (also available at irem.org).

Enlist others. One good way to learn leadership skills is to find a mentor who can offer guidance. The mentor can be someone within your organization, whether a peer or someone in management. With a peer, you might be able to mentor them in return, sharing tips on a skill you have mastered. Seeking a higher-up's advice is a compliment to their management style, plus they might have organizational knowledge that could help you avoid pitfalls.

Think back to your self-assessment and the situation where you noticed a performance gap. Have you seen others handle that situation successfully? Even if it is a small, specific situation, the person who aced it might be willing to share a few pointers.

Measure progress. As you implement your plan, it is important to measure your progress. Make notes in your plan document about how you have grown or met the goals you set. If you feel that you have accomplished one goal and are up for a challenge, cue up another area for improvement and continue to work on your plan.

When you have achieved a number of your goals, take stock of your accomplishments. Reward yourself for making this investment in your own success.

Myrna Traylor is a contributing writer for JPM°.



### A healthy future

Property managers for the booming medical office building sector must meet a demanding and diverse set of requirements.

By John Salustri

ike most commercial and residential real estate, medical office buildings are in a time of transition. Unlike typical retail, office or multifamily, however, the nature of medical office demands a unique set of skills for property managers.

"There was a time when, if you needed care, you went to a hospital," says David Domres, CPM, CCIM, a vice president with Physicians Realty Trust in Milwaukee. "Hospitals and healthcare providers all have strategies today for bringing that care to the community, and those strategies require real estate."

Physicians Realty owns and manages 252 highly specialized real estate properties, pacing out to more than 13.6 million square feet in 30 states. The bulk of the REIT's

assets (97 percent) are medical office. The remainder is divided between specialty hospitals and long-term acute care. The assets are located on hospital campuses and suburban locations alike, some with retail tenants that support the building's mainline healthcare services.

The other market transition for medical office buildings (MOBs) is the continual aging of the population, further driving the need for more locally accessible healthcare. "Roughly 10,000 baby boomers retire daily," Domres says, "and that's a trend that's going to continue, and so will the necessity to establish healthcare facilities in local neighborhoods. As healthcare providers move these services out of the hospital and into more cost-effective

settings, we find ourselves in a great position to provide that service to those healthcare partners."

And, he adds, those transitional trends will serve the property management community well, especially practitioners who truly understand the specialized nature of MOBs and seek long-term owners who they can

Roughly 10,000 baby boomers retire daily, and that's a trend that's going to continue.



Managing specialized facilities when there's economic pressure on your tenant to provide great care at a cost requires a high level of knowledge of buildings and systems.

-David Domres, CPM, CCIM

trust to provide outstanding property management.

#### Cost Control Is King

Cost-effectiveness is key to the management of all property types. But, given the focus on rising healthcare costs at the grassroots and congressional levels, nowhere can that scrutiny be more intense than in medical offices. Not surprisingly, that concern extends to the role of the property manager.

"There's tremendous pressure on the industry to reduce cost, and that drives this push for services to be provided at the community level," Domres states. "But managing specialized facilities when there's economic pressure on your tenant to provide great care at a reasonable cost requires a high level of knowledge of buildings and systems that support healthcare. It requires a strong understanding of how healthcare as an enterprise functions, and of its requirements and its needs."

For instance, he points out that many of these facilities, such as

surgical centers, operate on a 24-hour basis. Conditions have to be maintained on that basis, even if there aren't any procedures taking place. "That comes with a cost that's supported by the rents."

#### Word to the Wise

So how can property managers answer that challenge? And what advice can Domres provide for managers interested in venturing into MOBs? "First, of course, is a basic set of property management skills," he says. "You have to be able to do the straightforward items that we all do: budget well, negotiate contracts well and understand vendor identification, selection and management. Most important is sustaining a customer service-focused strategy, as hospitals are entrusting you with the daily care and support of their physicians, one of their most important assets."

Then, it's necessary to overlay the specific requirements of your specialized tenants. "New entrants to this field need to educate themselves on the specific requirements of the different healthcare specialties in a building or portfolio they'll be managing," he says. "Ten different buildings may have 10 different types of tenants, all with different needs and expectations. You need to understand and manage the standards of care for each piece of equipment for each asset in your portfolio. And keep in mind, just like every other commercial facility, there's a very high probability that every building is of a different age and contains different systems."

#### Many Eyes on Many Details

And then comes the oversight bodies. Not surprisingly, medical offices are a highly regulated industry, another consideration that speaks directly to the skills of the property manager. Domres explains that two of the primary governing bodies are the

Joint Commission and the Associated Accreditation of Ambulatory Surgery Centers (AAASC). (According to its website, the Joint Commission is an independent, not-for-profit organization that accredits and certifies more than 22,000 healthcare organizations and programs throughout the United States.)

In addition to the inspections conducted by the local municipalities, MOBs are subject to surprise inspections by either of the two bodies. While property managers are not responsible for the condition of medical equipment, maintaining accurate records of all base-building equipment is a must.

"The accrediting and healthcare organizations tend to have a much finer eye for detail than most regular inspectors," he continues. "The minimum expectation is that all of the records for all systems maintenance and testing that are required under their local, state and federal guidelines are available at the moment of inspection, on the spot."

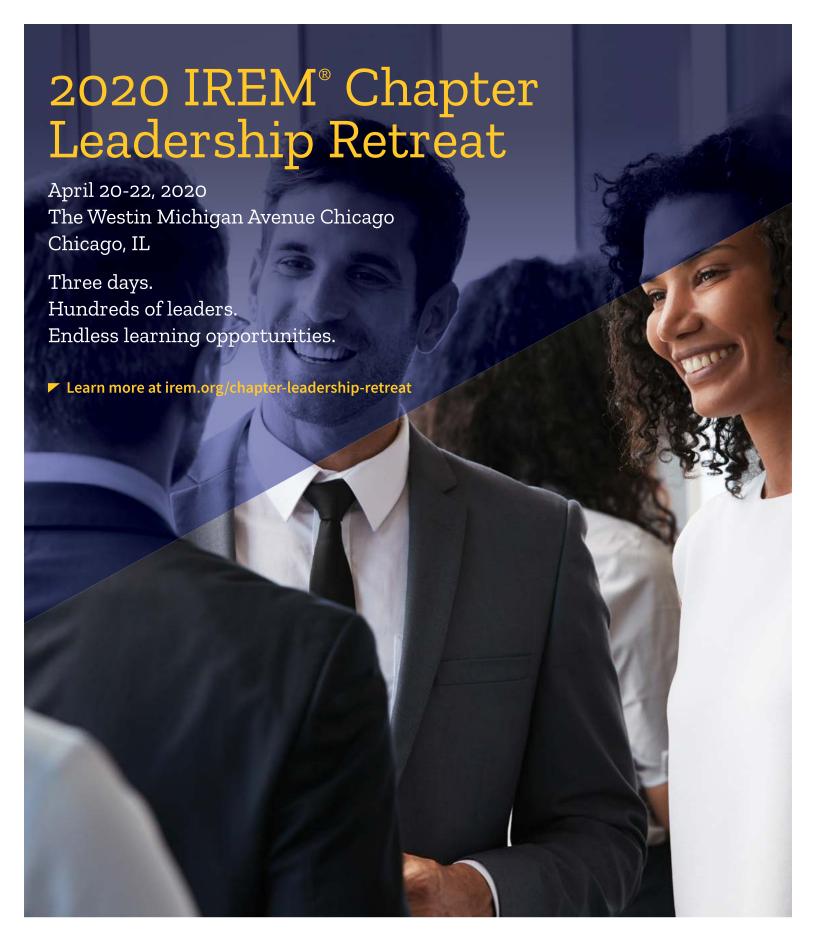
#### **Shifting Trends Create Increased Potential**

Medical offices might pose a higher barrier to entry than most property types. But, Domres says, the opportunities for growth are terrific, especially given the aging population.

"We see strong tailwinds for medical offices," he says. "This is especially true in locations that aren't in primary real estate markets, where there's great potential for growth as healthcare providers continue to bring their services to the local communities and do so in cost-effective ways."

And that, he concludes, bodes well for managers looking for career opportunities in healthcare asset and property management.

John Salustri is a contributing writer to JPM.





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Jong Seok Lee, CPM, Daegu Jong Hyun Park, CPM, Gyeonggi-Do Sang Hyun Ji, CPM, Seongnam Eunhye Baek, CPM, Seoul Seoung Ju Ban, CPM, Seoul Kee Bin Choi, CPM, Seoul Tae Jun Jang, CPM, Seoul Se Kyeong Jeon, CPM, Seoul Young Sik Jeon, CPM, Seoul Jin Won Jeong, CPM, Seoul Gyu Jin Kim, CPM, Seoul Suk Hyun Kim, CPM, Seoul Jae Ok Kong, CPM, Seoul Young D. Kwon, CPM, Seoul Kui Han Lee, CPM, Seoul Byung Eun Min, CPM, Seoul Kyung Jun Na, CPM, Seoul Chan Yang Paik, CPM, Seoul Won Hee Park, CPM, Seoul

#### Singapore

Quangiang Xu, CPM

#### South Africa

Randburg

Goodwill Motlotlehi Setebe, CPM, Arcadia Zoe Kaseka, CPM, Bedfordview Zethu Samantha Mkhabela, CPM, Centurion Gilson Merel Torquato, CPM, Greenstone Nthabiseng Chambela, CPM, Johannesburg Ntwanano Hlekane, CPM, Johannesburg Sherwin Holmes, CPM, Sandton Johannesburg Lindelani Mahlombe, CPM, Johannesburg Masechaba Selala, CPM, Johannesburg Mankwana Linda Ragolane, CPM, Johannesburg Olive Ndebele, CPM, Moreleta Plaza Anje Janse Van Rensburg, CPM, Pretoria Mcebo Siyabonga Xulu, CPM,

Nonkululeko Hadebe, CPM, Sandton

Romano Vermaak, CPM, Sandton Leah Mashiane, CPM, Skilpadfontein

#### **New AMO firms**

#### California

McLain Properties, AMO, Carlsbad Cambridge Management Group, Inc., AMO, San Diego

#### Florida

The Allen Morris Company AMO, Coral Gables

#### Canada

Coldwell Banker Real Estate Management Leaders, AMO, Brampton, Ontario

### New Certified Sustainable Properties

#### California

Accent, Los Angeles San Leandro Racquet Club Apartments, San Leandro Park Lane Villas, Santa Rosa

#### Illinois

Oakbrook Center, Oak Brook

#### Massachusetts

MarketStreet Apartments, Lynnfield Clarendon Hill Towers, Somerville

#### Nevada

Fashion Show, Las Vegas

#### Ohio

Kenwood Towne Centre, Cincinnati

#### **Texas**

La Palmera, Corpus Christi Stonebriar Centre, Frisco

#### Washington

Stack House Apartments, Seattle

IREM Members Have you recently been promoted or changed jobs? Have you or your AMO Firm received an award for a special achievement? Email the good news to **jpm@irem.org** so JPM® can share it with your colleagues.



Bisnow recently honored several Chicago Power Women and Rising Stars, including Angela Aeschliman, CPM, senior vice president of property and asset management for The Missner Group in Des Plaines, Ill., at an event that celebrated the success of women in commercial real estate and initiatives that have prompted change in the industry. A real estate professional with over 25 years of experience, Aeschliman is president-elect of the IREM Chicago Chapter and has served as chair of the IREM sustainability Advisory Board.



Connect Media named Kristen Alessi, CPM, of Chicago-based Draper and Kramer, a recipient of its 2019 Next Generation Award, which recognizes young leaders in commercial real estate. Some of the reasons cited for her inclusion on the national list were her creation and writing of her firm's monthly rental division newsletter—a main source of communication throughout the company—and her participation in the launching of DK Elevate, a program that identifies and develops high-performing employees at Draper and Kramer.



Robert (Bob) Cuttle, CPM, has joined Vesta Corporation, whose headquarters are in Weatogue, Conn., as its new vice president. In his new role, Bob will be responsible for property management operations of 47 properties and nearly 8,000 units in the Northeast, Mid-Atlantic, Midwest and South-Central regions. Of the new appointment, Cuttle notes, "I feel privileged to join the Vesta team. Vesta's core values and commitment to quality and service at all levels of the organization, from residents to partners to employees, is an incredible vision to be a part of."



The Alumni Association of Ball State University in Muncie, Ind., bestowed its G.O.L.D. (Graduate of the Last Decade) Award upon Academic Member Terry Fields. Fields, named to IREM's 2017 30 Under 30, currently shares his property management expertise with students at the University of Alaska Anchorage, where he is an associate professor and director for the Weidner Property Management and Real Estate Program. While attending Ball State, his master's thesis earned a national graduate student research award from the Housing Education and Research Association, and was published in the journal Housing and Society.

Mr. Richard K. Aikens, CPM Candidate

Mr. Anthony J. Amoroso, ARM

Mr. John W. Ayre, CPM

Mr. Oscar F. Baxter, IV, CPM

Ms. Elizabeth A. Beaudin, CPM

Mr. Todd Brophy, CPM

Mr. Billie A. Brown, CPM

Ms. Olive Campbell, CPM

Ms. Patricia Mary Clark,

Associate Member

Ms. Deborah A. Cook, ARM

Mr. Lee D. Corbin, CPM

Mr. William H. Dwyer, CPM, ARM

Mr. Ronald E. Foster, CPM

Ms. Judith Ellen Glassie, CPM

Mr. Robert A. Goldberg, CPM

Mr. Dale Graham, CPM

Mr. Lorenzo R. Hibbitts, CPM

Mr. Larry Hodgson, CPM

Mr. Barry S. Katz, CPM

Mr. Donald B. Lawrence, CPM

Ms. Adriana M. Lopez, CPM

Mr. M.L. McCarty Sr., ARM

Mr. Jon Scott Morrison, CPM

Ms. Velda Mullan, CPM

Mr. Robert L. Nash, CPM

Mr. Richard E. Shaw Jr., CPM

Mr. Fred G. Sparks, CPM

Ms. Gloria R. Tillery, CPM

Mr. Steven C. Thomas, CPM, ARM

Mr. Wendell F. Yee, CPM

### On the Road

#### January

1/24-26

Executive Committee Retreat

Location: Chicago Visitor(s): All Officers

#### February

2/13-16

ASAE CEO Symposium

Location: Colorado Springs, Colo.

Visitor(s): W.A. "Chip" Watts IV, CPM, CCIM

George D. Griffin III, CPM, CCIM

Denise Froemming, CAE, MBA, CPA

#### 2/24-27

RPAC President's Circle Conference

Location: Miami

Visitor(s): W.A. "Chip" Watts IV, CPM, CCIM



66 The Diversity and Advisory Board is in place to ensure we are creating a space where everyone can feel encouraged to bring their brilliance to the table. Pg

A shootfrom-the-hip communication style might be problematic when you should be showing mastery of complex information.







### I've always had this dream of building a new city. P12



More property managers will be asked to contribute to sustainability projects for their owners, but they will also be asked to look at their own corporate identities and values. The property management industry will need sustainability leaders to step up. P10



We all have a "life pie," and not all slices of the pie are equal. The time we allocate to our vocation, community, health, finances, friends, family, rest and recreation reflect our personal values. P 16

Inspire and be inspired. P3



New entrants to this field need to educate themselves on the specific requirements of the different healthcare specialties in a building or portfolio they'll be managing. Ten different buildings may have 10 different types of tenants, all with different needs and expectations. P33





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