C Level View of FM
Lead Not Manage
Succession Planning

July-August, 2010
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Coming Events

Aug. 20 Community Outreach Beach Cleanup Half Moon Bay
Sept. 9 & 10 CFM Exam Review Class SAP
Sept. 22 Chapter Meeting TBD
Oct. 27-29 World Workplace Atlanta, GA

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At our June Chapter meeting I delivered a mid-year, State of the Chapter presentation to our members. Here are some of the highlights from my presentation. For the past several years, your chapter leaders have been managing the chapter via the Balanced Scorecard process.

The balanced scorecard is a strategic planning and management system that is used extensively in business and industry, government, and nonprofit organizations worldwide. It aligns business activities to the vision and strategy of the organization, improves internal and external communications, and monitors organization performance against strategic goals or initiatives. For 2010, we have been operating under eight strategic initiatives. During my presentation, I covered our progress on five of them and will highlight our progress on the first two in this month’s message.

Strategic Initiative #1 is focused on providing “Exciting Events” to our members. Wendy Newcomer, Board Member, heads this initiative and during the meeting we covered some of our past and upcoming events for this year. Many of you know Wendy from her outstanding leadership with our annual Rebuilding Together project. This year Wendy led another successful completion, generating approximately $100,000 in cash, supplies and labor to the Kainos project in Redwood City.

Earlier this year, Wendy agreed to expand her chapter duties by overseeing several additional chapter “special events”. The complementary exciting event to Rebuilding Together is our annual golf tournament which falls under Wendy’s strategic initiative and was another sell-out, resulting in your chapter donating $10,000 towards the Rebuilding Together/Kainos project.

We just had our highly successful Diversity Block Party/Membership mixer and a group outing for a fun night at a San Jose Giants baseball game. We are planning more Exciting Events for later this summer and fall - our annual Beach Clean-up/Beach Restoration project and BBQ in Half Moon Bay in August and our December Holiday Party. Check our Calendar of Events on our new website for more details.

Part of this initiative’s charter is to help our members who are interested in obtaining the CFM and FMP credentials. We were informed by IFMA HQ a few months ago that the FMP program will be changed in 2011 and that FMP classes taken by FMP candidates prior to then will not count towards the FMP certificate. Larry and Alan are working hard to help members who may be close to completing the required classes to see how we can help finish prior to the change. If you have any questions about your status, please contact me, Larry or our chapter administrator, Joy Dunn.

As we pass the mid-point of 2010, I am extremely proud of the incredible work that our chapter’s members have produced. We are fortunate to have such great, dedicated volunteers. As we gear up for the second half of 2010 and start planning for 2011, our chapter will continue to have plenty of rewarding voluntary opportunities for all interested members. You can contact Candace Hunt, our volunteer coordinator or me directly if you have any questions about how or where to volunteer.

Lastly, I want to again thank all of our chapter’s sponsors; your generosity to help fund the programs and events that our members want make the Silicon Valley Chapter of IFMA the premier chapter that is admired from around the world.
There are several theories and definitions of Leadership and I am sure each of us has an opinion of what we perceive as leadership. Needless to say, it is an essential component of good management skills and something we need more of, especially in times as this.

Politically, we can discuss ad infinitum on whether we have or don’t have good leadership on global affairs, running the country etc. but maybe we should look at areas closer to home where we do have an impact and can make a difference. Of course, not everyone can be a leader all the time, but there are situations where each of us needs to step up to take the leadership role.

Leadership, a critical management skill, is the ability to motivate a group of people toward a common goal.

OR put another way

Leadership is the process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task.

During the course of our day, we play several roles. Apart from interchangeable roles we play in our personal life, there are also several roles we play in our work environment based on the situation and who we are interacting with. As a facilities professional, there are some natural areas based on the individual’s job description - where leadership is expected in those areas. Then there are others, where either everyone is at par or the right individual is not stepping up to take the leadership role. This can be a difficult situation, where a lack of direction and a person to steer the boat on its course can cause inefficiencies, waste and eventually failure. In being good managers, it is important that we assume leadership wholeheartedly for what is assigned as our responsibility, be it a project or ongoing operations and not hesitate in identifying or stepping up to a leadership role in situations that lack it. With appropriate communications, you will be helping not only the project team but also management who will recognize and reward the initiative.

Our round table on this very subject reinforced the expectations expressed in the C level view of Facilities management.
The C Level View of FM: from the View of the Young Professional

A few weeks back, I got together a group of emerging leaders to hear their impressions of our May Chapter Meeting, C-Level View of FM. I asked them to give their feedback on this meeting since they were the target audience I conceived when the PDC was planning the educational agenda for 2010 - the year of investing in human capital.

I can’t think of any three young women who are as worthy of investment! Morgan Cooper works in the facilities department at Fenwick and specializes in marketing, project management, and benchmarking statistics, along with being Chair of the Marketing Committee for IFMA-SV. Nichole Stephenson does business development for Teladata, a professional consulting firm specializing in design, planning, and project management for technology infrastructure, and a critical member of the Professional Development Committee. Nadia Hararah is one of our diversity scholarship discoveries, along with being a student at CSU Hayward and a delightful new addition to IFMA-SV.

Morgan- I know you told me right after the meeting that this was one of your favorites, why?

“Every day we walk into our offices, sit down at our desks, and do our best to produce work that supports the initiatives of our top executives. But how many times have you put your heart & soul into a project, and stopped midway to think, “Is this really supporting my businesses’ core vision & strategy?” For many of us, access to the top tier of our companies is not something we receive frequently, and often times it is a “through the grapevine” interpretation, rather than a direct line of sight, but being exposed to the C-Level strategy and vision is what we need to embody for us to really grow.”

Nadia- You also told me personally how much you learned from the panel when we talked in the networking section after the meeting. Tell me further about your impressions of the meeting.

“Of special interest to me, due to my background, were the initiatives of Bon Appétit Management Company. Maisie Greenawalt reflected on her experience with tomato farms in Florida, describing the workers, of mainly Mexican descent, some of whom were chained and beaten - a clear example of modern-day slavery. To demonstrate the company’s firm dedication to human rights and corporate social responsibility, Bon Appétit has promised to boycott all tomatoes from farms that participate in such practices. My family owns and operates a franchise restaurant business and I was grateful to get information not typically available to the public.”

Nichole- I know you are part of the committee that decides and then produces the educational sessions, so will you give us your take on how successful this meeting was?
“This event was different than any events we’ve had to date. It was great to hear the C-level types talking about the subjects we are living and breathing each day. As an associate member and service provider to facilities managers, I constantly wonder how my services are viewed by the CEO, CFO, and CTO types. This was great exposure to learn how I can work more effectively and communicate with C-levels in my job, and it was also interesting to learn the challenges that facilities managers are faced with when dealing/communicating with their upper management.”

Great feedback! Any other take-aways?

**Morgan** - “Well, we all loved how passionate Peter Graff is about SAP’s sustainable initiatives. For SAP, adopting sustainable practices is not only the right thing to do, but the best thing to do for their business.”

**Nadia** - “I am so excited to think that you can obtain a top level position in a large corporate company that can employ both my idealistic and practical views of the world.”

**Morgan** - “And, I was so proud that Scott Pine from Fenwick reaffirmed what Peter was saying, but from a legal industry perspective - sustainability is no longer an afterthought, it is now one of the first thoughts when making any decision. And that is from the Chief Financial Officer!”

**Nichole** - “I loved the flow of the discussion; it provided an engaging format for the panel to discuss the topics amongst themselves as well as include the audience in their debate. There was never a dull moment during this presentation!”

**Morgan** - “Besides sustainability, which is probably the most important arena for the younger generation, I enjoyed that they touched on Facilities’ direct relationship and influence over some of the hottest topics in businesses today; from sustainability & social responsibility to diversity, flexible workspaces & alternative work styles. It was wonderful to see three top level executives talk about real-life challenges and how important it is to stay relevant to be successful in today’s market.”

**Nadia** - “It must have been so cool for [Julie] and Morgan to hear Fenwick’s Chief Financial Officer talk about how incredibly influential facilities departments, managers, and initiatives can be to the success of a company if they continue to think innovatively toward the future!”

**Morgan** - (Laughing) “Yes, the pressure is on!”

Yes, the pressure is on for all of us to always be asking what’s next! Final thoughts?

**Nadia** - “The event was educational, entertaining and all-in-all successful. I look forward to future events with the leaders of Silicon Valley FM.

**Nichole** - “Besides being an inspiring leader, Maisie Greenawalt from Bon Appétit Management Company also provided the food for the wonderful outdoor reception at SAP. Offering an array of organic dishes from chicken and shrimp to the largest strawberry I’ve ever seen, the setup was amazing leading to a fantastic networking opportunity for me and my fellow associate members.

**Morgan** - “The networking was great for me too! Since I’m learning about construction, it was an informal way to hang-out, listen, ask questions and just get to know the players.”

The future of IFMA-SV is in good hands if we can continue to engage and inspire such outstanding emerging leaders!

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**Maisie Greenawalt – Vice President, Bon Appétit Management Company**

Maisie Greenawalt joined Bon Appétit Management Company in 1994 and has since been instrumental in shaping the company’s overall strategic direction. Maisie leads Bon Appétit’s marketing and communications initiatives in addition to overseeing Bon Appétit’s culinary development and purchasing policy efforts. Maisie takes a leadership role in setting food procurement policies for Bon Appétit as a whole. Bon Appétit is committed to being the premier onsite restaurant company known for its culinary expertise and dedication to socially responsible practices.
Peter Graf – Chief Sustainability Officer, SAP

Peter Graf is responsible for developing sustainable solutions that best serve the needs of SAP’s global customers, while driving sustainable operations within SAP. Graf holds a Masters degree in computer science and economics as well as a Ph.D in artificial intelligence. As the world’s leading provider of business software, SAP delivers products and services that help accelerate business innovation for their customers. SAP is a global leader of IT-based sustainability solutions.

Scott Pine – Chief Financial Officer, Fenwick & West LLP

Scott Pine joined Fenwick & West LLP as Chief Financial Officer in 2007 and has a long-standing career within the executive teams of the legal industry. At Bingham McCutchen, Scott was responsible for overseeing all operations across Northern California offices including planning, design and management of multi-million dollar capital projects. With Fenwick & West LLP, a leader of sustainable initiatives amongst law firms and the first law firm to be awarded LEED Platinum for their Seattle office, Scott provides economic strategy and financial planning and oversight for all capital investments.
Succession Planning: Who’s Next?

Larry Morgan, CFM, RPA, FMA, SMA

I have been asked to put my thoughts to paper as a follow up to the recent Chapter meeting by many of my colleagues. While most of the statistics below relate to large organizations the principals apply and can have even greater impact on organizations that many of our associates own and operate.

Statistics reveal that the projected growth of the U.S. labor force will be seriously affected by the aging baby-boom generation. Consider the following projections from the U.S. Department of Labor:

- By 2011, the U.S. labor force will have a shortage of 10 million workers
- By 2012, 162.3 million people will be in the workforce
- By 2012, the 55-and-older segment of the workforce (many in management positions) will have increased to 19.1%, due to an annual growth rate of 4.1%, almost four times the rate of growth of the overall labor force.

Bracing for the eventual swell in retirements, companies are turning to succession planning to ensure their pipeline is full of potential replacements. This article will review the current trends in succession planning, and how organizations are making changes in light of the statistics above.

Succession Planning - An Evolving Definition

"Succession Planning" as a formal concept initially related to family businesses... how would the management of the business be passed down from generation to generation? As the corporate world began focusing on the topic, it narrowly focused on the CEO position. As time went on, corporations began realizing that the ongoing stability of their entire senior management teams was just as important as ensuring a plan for the CEO role.

More recently "succession planning" has expanded yet again. Enlightened corporations are integrating succession planning in to their strategic planning processes and corporate policies. No longer just for the upper ranks, succession planning is the proactive management of the corporation’s entire talent pool. Integrating with talent management, leadership development and career development programs, succession planning has gone beyond the reactionary replacement of exiting employees. Effective succession planning enables the deployment of an organization’s talent, on demand, as needed, now and in the future.

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Credentialing More Urgent Than Ever

Raffy Espiritu, FMP

With the increasing complexity of the requirements of corporations to manage facilities as budgets continue to shrink while expectations rise, HR departments are learning to polish their job search for qualified FM candidates who possess credentials that document their level of competence and experience in the facility management field.

More and more FMs who are landing the most coveted positions are those who were able to show their certification either as an FMP or CFM as an added boost to their job history and experience. This was underscored by two IFMA members, Adony Beniares, CFM, CFMJ, LEED AP, Director of Facilities at LinkedIn and Bryce Reynolds, CFM, CFMJ, Facilities Manager at McAfee, both of whom affirmed the value of certification in their professional growth as speakers at the July 14 FM Roundtable luncheon meeting held at the Citrix Building in Santa Clara.

Both Adony and Bryce stressed that during their job interviews, they were asked as to if they have the CFM designation, and that, while they were able to show a compelling work history, the CFM credential helped in obtaining an offer of employment and negotiating a salary.

Moderator Russ Goldin of Eat My Dust shared some statistics that supported their experience, pointing to how having a credential favorably impacted compensation packages of FMs. The FMA-HQ reported an increase in income level up to 18% for credentialed FMs compared to non-certified facility managers.

Also being a speaker on the topic of the benefits of being credentialed and a former president of the Chapter, I pointed out that while the Silicon Valley Chapter of IFMA has made great strides in the past two years promoting the FMP and CFM education classes, an aggressive campaign to promote the program among our members should and will remain a top priority of the chapter. Out of around 500 members, there are only 71 CFMs and 19 FMPs in our chapter (I am FMP # 19). In the world, there are a total of 3,954 CFMs and 1,659 FMPs out of 19,500 members.

The chapter’s Diversity Scholarship Program is definitely a significant effort in incentivizing our members as it creates opportunities for younger minority professionals and women to apply for scholarships to help cover cost of tuition and exam fees. This great program which is being spearheaded by Past President, Julie O Loughlin, is building up its coffers through donations and fundraising efforts during the annual golf outing this summer and the recent Block Party and Membership Mixer held at one of the properties being managed by Orchard Properties on Zanker Road in San Jose. Clean Innovation kicked off the program by contributing $2,000.00 in support of this noble program in order to help expand more scholarships believing that professionalizing the FM Community in Silicon Valley is a meaningful investment in the facility management profession.

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Lead Not Manage

The June roundtable got us thinking again about the differences between “Leaders and Managers”. Our speakers, Melody Spradlin, Director of Dome Construction Corporation’s South Bay office & George Kreitem, Sr. Director Real Estate and Workplace for Yahoo shared their experiences as leaders in their respective disciplines. The highlights of this session were the real world experiences that both Melody & George illustrated and the dialog they had between them.

The meeting provided several examples of leadership and management from a business education direction. Listed below are a few examples.

Leaders: ¹
- The aim of leadership is setting direction (Produce change)
- Aligning Resources and people (Right fit between people and vision-communication)
- Motivating and Inspiring (Create energy and ownership to overcome barriers to change, stir a sense of belonging, idealism and self-esteem)

Managers:
- The aim of management is predictability – orderly results (Planning and budgeting)
- Organizing people and resources (Setting up systems to ensure that plans are implemented precisely and efficiently)
- Controlling activities and solving problems (Make it easy for people to complete routine jobs day after day)

Leadership Basics: ²
- Vision
- Energy
- Authority
- Strategic direction

Without the following qualities, few people will follow you, and your company won’t achieve desired results
- Reveal your weakness, no one wants a perfect leader
- Become a sensor, hone your ability to collect and interpret subtle interpersonal cues, detecting what’s going on without others’ spelling it out


Continued on pg. 12
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The speakers pointed out a number of important facts and observations relative to the FMP and CFM Programs:

- A member can register to attend and complete an FMP Program that is being held at the SAP Lab in Palo Alto in a calendar year. This is a great benefit in terms of cost and access as there is no need to go out of state to attend one. The average cost of attending a course held in the Bay Area is $300.00. It costs more than twice this amount to take a class out of state. If one plans ahead of time, one can reach the goal of receiving the FMP credential in a period of a year. I am certain about it as I did the modules myself as proof of how realistic and meaningful the process could be despite my hectic schedule as a business owner. Our very own Larry Morgan, Vice President of the chapter, conducts the sessions in a very lively and functional manner.

- It behooves those who have started the process to endeavor to complete their courses before the end of the year as those courses cannot be counted once the new program starts.

- Every three to five years, IFMA HQ completes a comprehensive Global Task Analysis (GJTA) to identify the knowledge and the tasks required of a facility manager and update the program. So it is important to note for anyone interested in the credentialing classes that next year, the FMP Program will be completely revised to incorporate a differing learning system structure and make it more responsive to expanding global needs. We are highly encouraging individuals who have started taking the courses to complete their FMP under the existing model by December 31, 2010. Larry is standing by to help in any way he can.

- For 2011, the chapter aims to offer an even more aggressive package of FMP and CFM Exam Review classes locally to accelerate the pace of credentialing among our members.

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**Lead Not Manage**

Continued from pg. 10

**What presents your company with the toughest challenges?**

**Get on the balcony**

- Don’t get swept up in the field of play. Instead move back and forth between the action and the balcony
  - Identify your adaptive challenge
- Murky, systemic problems with no easy answers.
- Not all answers are found in the executive suite

**Regulate Distress**

- To inspire change – without distressing people
  - pace adaptive work. Allow debate, provide direction and raise tough questions while resisting pressure to restore status quo.
  - Maintain disciplined attention.
- Encourage managers to grapple with divisive issues rather than indulging in scapegoating or denial.
  - Give the work back to employees.
- Instill collective self-confidence – versus dependence on you-support rather than control people.
  - Protect leadership voices from below.
- Don’t silence whistle blowers, creative deviants and others exposing contradictions within your company. Their perspectives can inspire free thinking.

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Succession Planning - Current Trends

Increase in Executive Turnover

As seen in the statistics above, executive turnover is poised to increase significantly over the next few years as baby boomers retire. So what has been happening recently? Consider the following:

57% of executives are in transition, and the ranks of executives who are "employed and actively in a job search" increased to 28% (up from 22% in 2004 and 14% in 2003) (ExecuNet)

Turnover of chief financial officers at Fortune 500 companies increased by 23% from 2003 to 2004 (Russell Reynolds Associates, 2005)

The top 100 branded companies have new chief marketers every 23 months on average (Spencer Stuart)

Some of the world's leading companies stand to lose more than 30% of their top employees (Best Practices, LLC research)

"Succession Planning Facts and Fantasies," (Journal for Quality and Participation, October 1, 2005) and "Getting Your Bench Strength Right" (Chief Executive Magazine, October 1, 2005).

How Many Companies Have Succession Plans?

Although empirical research on this question isn't abundant, the following information is available:

67% of organizations do not currently have any formal succession planning process (Cutting Edge Information)

45% of the world's largest corporations have no meaningful approach in place for developing their CEO (Cutting Edge Information)

Only 24% of organizations are confident in their ability to staff leadership positions during the next five years (Watson-Wyatt)

Although most companies recognize the importance of succession planning in attracting and retaining excellent employees, few companies successfully establish a process for doing so (Best Practices, LLC)

So, what is the hold up? The demographics are compelling. Why aren't more companies utilizing succession planning?

Challenges for Organizations Implementing Succession Planning

Time and resources are the prominent challenges cited by organizations considering succession planning. Typically the day-to-day challenges of running the organization overpower the organization's ability to proactively engage in succession planning. Other challenges often occur when managers feel threatened as they are asked to groom their successors. Predicting future needs of the organization is another challenge.

Many organizations don't have internal career development programs in place, or career pathways defined. Being able to quickly and easily identify internal candidates with the necessary skills, experience and competencies to fill various needs is a common challenge. Automating the collection and retrieval of such data enables the implementation of succession planning activities. By identifying skills and abilities needed for various positions, and by communicating them to the workforce, companies have the opportunity to proactively source internal talent, and employees are enabled to proactively manage their careers. These actions boost employee retention.

"CEO Succession Planning in Freestanding U.S. Hospitals" (American College of Healthcare Executives, October 27, 2004) offers a detailed list of challenges typically faced by organizations considering and/or implementing succession planning.
Companies - Beginning to Understand the Need for Succession Planning

More and more organizations are beginning to understand the need for developing some type of succession planning strategy. This is mainly prompted by the demographic statistics cited above, and the upcoming need to have new managers ready to step in for the massive numbers of upcoming retirees. "Replacement Planning," the reactionary steps of replacing an exiting employee, is being replaced by "Succession Planning" in forward-thinking organizations. Additionally, the Sarbanes-Oxley legislation has also highlighted the need for organizations to have succession plans in place for senior management.

Some organizations are beginning to require senior managers to have formal succession plans in place for their areas within the organization.

The Case for Internal Promotions

When considering the potential benefits of succession planning activities, organizations should consider the following:

- 66% of senior managers hired from the outside usually fail within the first 18 months (Center for Creative Leadership)
- Companies with a succession plan that results in an internal hire "are less likely to experience this negative effect on employee morale" ("Making Transitions Work," Canadian Center for Management Development)

So, what can organizations do to ramp up their internal mobility options for employees?

Career Mapping and the Use of Technology

Providing employees with information on internal career options enables them to better prepare themselves for job changes that will benefit themselves and the organization. Such information often consists of job descriptions, job families and required skills/competencies. Internal job changes are no longer limited to promotions, but many organizations are realizing the benefits of defining lateral moves as well.

Interestingly though, many organizations are unable to easily provide this type of information to their employees. Research conducted in more than 50 large corporations, indicated that most corporations are not able to provide a clear rationale or template for job moves ("Roadmaps for Developing General Managers: the Experience of a Healthcare Giant").

The use of technology to automate this information is increasingly being used, and provides the backbone data for succession planning activities. Additionally, employee assessments and career development planning, along with training and leadership development activities can be aligned with this data, enabling the organization to identify talent from within and deepen their succession planning activities. When this data is aggregated, the organization is able to learn about various levels of capability in the organization, compared to what may be needed in the future.

Succession Planning - Increase in "Self-Selection" for Career Path Planning

Recent research findings from more than 30 leading organizations conducted by research firm Best Practices, LLC reported the following in August 2005:

- Organizations are increasingly relying on "self-selection" to not only identify potential candidates, but to also encourage individual employee ownership of their career paths
- Best-in-class organization’s succession plans are more than 2-3 levels deep and incorporate employee value to the organization, employee market value and predictors of exit risk

When employees take more active roles in their own career development, and organizations define employee development and advancement opportunities, the stage is set for succession planning activities.

Succession Planning Linked to Company Performance

So what are the benefits of succession planning? Employee retention is an obvious one, along with an empowered workforce. Research does suggest that the existence of formal employee advancement plans is linked to business performance. Consider the following:

A study of more than 100 companies found that organizations consistently using a formal process to help workers advance, are also consistently high-performing firms, as measured by total shareholder return. (Hewitt Associates, November 2003).

Clearly challenges exist for companies attempting to plan the workforce of their future. No one has a corporate crystal ball. But, the demographic facts do bring some unsettling clarity to the picture. For those corporations paying attention, strategically planning for the proactive management of their talent pool, AND engaging their employees in the process, will result in successful succession planning and a more secure future.
## 2010 PROGRAM CALENDAR

Silicon Valley has one of the most active and successful IFMA chapters in the world. The monthly meetings expose members to an extensive network within their profession, while the training classes and lectures are directed toward improving the member’s skills. The Facility Management profession changes dramatically year-to-year, demanding more and more from facility professionals. Silicon Valley Chapter of IFMA strives to provide educational and networking opportunities for the industry.

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<td>Kainos, Redwood City</td>
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<tr>
<td>April 28</td>
<td>Impact of the Diverse Workforce on the Facility</td>
<td>Chapter Meeting</td>
<td>Google</td>
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<td>May 12</td>
<td>Collaboration Tools</td>
<td>FM Roundtable Luncheon</td>
<td>NetApp</td>
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<tr>
<td>May 21</td>
<td>Golf Tournament</td>
<td>Special Event</td>
<td>Cinnabar Hills</td>
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<tr>
<td>May 26</td>
<td>“C Level” View of Facilities Management</td>
<td>Chapter Meeting</td>
<td>SAP</td>
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<tr>
<td>June 3 &amp; 4</td>
<td>CFM Exam Review Class</td>
<td>CFM Review Class</td>
<td>SAP</td>
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<td>June 9</td>
<td>Lead Not Manage</td>
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<td>Citrix</td>
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<tr>
<td>June 23</td>
<td>Who is Next? - Succession Planning</td>
<td>Chapter Meeting</td>
<td>Cypress Semiconductor</td>
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<td>July 14</td>
<td>The Value of Certification</td>
<td>FM Roundtable Luncheon</td>
<td>Citrix</td>
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<tr>
<td>July 21</td>
<td>Annual Membership Mixer</td>
<td>Special Event</td>
<td>San Jose</td>
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<tr>
<td>August 3</td>
<td>San Jose Giants Game</td>
<td>Special Event</td>
<td>San Jose</td>
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<tr>
<td>August 5 &amp; 6</td>
<td>Planning and Project Management</td>
<td>FMP Class</td>
<td>SAP</td>
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<td>August 20</td>
<td>Comm. Outreach Beach Cleanup</td>
<td>Special Event</td>
<td>Half Moon Bay</td>
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<td>CFM Exam Review Class</td>
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<td>September 22</td>
<td>Global Facilities Management</td>
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<td>October 20</td>
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<td>Chapter Meeting</td>
<td>Cypress Semiconductor</td>
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<td>October 27-29</td>
<td>World Workplace</td>
<td>Special Event</td>
<td>Atlanta, GA</td>
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<td>November 4 &amp; 5</td>
<td>Leadership and Management</td>
<td>FMP Class</td>
<td>SAP</td>
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<td>November 10</td>
<td>Safety in the Workplace</td>
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<td>November</td>
<td>Vendor Fair</td>
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<td>December</td>
<td>Holiday Party</td>
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