BUSINESS PARTNER ADVISORY COMMITTEE CHARTER

I. PURPOSE

The Business Partner Advisory Committee is established by the APPA Board of Directors to provide strategic guidance and recommendations to the Board and staff regarding Business Partner membership and the programs benefiting Business Partner Members. The committee ensures that Business Partner engagement aligns with both Business Partner needs and APPA's mission to advance educational facilities excellence.

The committee operates in an advisory capacity, with APPA staff responsible for program development, delivery, branding, and operational execution. The committee provides Business Partner perspectives and strategic input to inform staff decisions.

The committee serves as a critical governance mechanism to:

- Assess current and emerging needs of Business Partner Members
- Evaluate the effectiveness and value of programs benefiting Business Partner Members
- Advise on partnership opportunities and sponsorship structures that serve both Business Partners and Institutional Members
- Facilitate connections between Business Partner Members and Institutional Members
- Strengthen the value proposition for Business Partner membership
- Ensure Business Partner engagement aligns with APPA's strategic priorities and mission
- Support innovation in services and programs that benefit the broader APPA community

II. AUTHORITY

This charter is established under the authority granted in the APPA Bylaws (Article V, Section 2). The Business Partner Advisory Committee operates as a standing member engagement committee with ongoing advisory responsibilities throughout the year.

The committee exercises advisory authority but does not have independent decision-making power over programs, budget allocations, or operational matters. All substantive decisions regarding Business Partner programs, pricing, partnerships, sponsorship agreements, and resource allocation are made by the CEO and staff in accordance with Board-approved policies and budgets.

The committee's role is to provide strategic guidance, Business Partner perspectives, and recommendations to:

- Help staff understand Business Partner needs and priorities
- Evaluate the effectiveness of programs benefiting Business Partner Members
- Advise on alignment with APPA's strategic direction and mission
- Recommend areas for new program development or enhancement

- Support staff in maintaining relevant and valuable Business Partner engagement

Staff will determine how and when to incorporate committee recommendations based on operational capacity, strategic priorities, budget considerations, and alignment with APPA's brand and quality standards.

III. COMMITTEE COMPOSITION

Leadership

- **Chair:** Business Partner Director (automatic appointment per Bylaws Article V, Section 2)
- **Vice-Chair**: Selected annually by majority vote of the committee

Members

- **Regional Representatives:** Each of the six APPA regions may select one representative to serve on the committee
- **Committee Size:** Minimum of four (4) members, maximum of twelve (12) members

Qualifications

The committee should include Business Partner representatives with diverse experience across the industry, representing:

- Various sectors within the facilities industry (construction, maintenance, equipment, technology, consulting)
- Different company sizes (small businesses through large corporations)
- Geographic diversity across regions
- Varying levels of APPA engagement (long-standing members and newer participants)
- Understanding of educational facilities management challenges and priorities

Selection Process

1. Each region has the opportunity to select one representative to serve on the committee
2. If fewer than four total members (including the Chair), the Committee Chair may appoint additional Board members to reach the minimum. Appointments shall be made using a balanced consideration of representation, expertise, and continuity.
3. Committee membership will be presented to the Board annually after the Annual Meeting

Staff Support

The CEO and designated staff members participate in committee meetings to provide program updates, share Business Partner feedback data, coordinate logistics, and ensure alignment with organizational operations. Staff participation ensures the committee has access to operational information necessary for informed recommendations.

Term

Committee members serve annual terms from one Annual Meeting to the next. Members may be reappointed for multiple consecutive terms to maintain continuity and institutional knowledge.

IV. OBJECTIVES

The Business Partner Advisory Committee focuses on three core objectives:

1. Enhance Collaboration and Communication

Establish a robust platform for collaboration and open dialogue between APPA and Business Partners. Build trust, enable the sharing of ideas, and foster alignment on goals that advance the quality and effectiveness of educational facilities.

2. Drive Member Value through Resource and Solution Sharing

Focus on identifying and promoting solutions, tools, and best practices that address the specific needs of educational facility management. Advise on ways to enhance APPA's value to Institutional Members by connecting them with relevant solutions. By facilitating resource sharing, the committee helps members stay current with industry standards and cost-effective practices.

3. Promote Innovation and Technology Adoption

Lead efforts to encourage the adoption of new technologies and innovative solutions across APPA member institutions. By showcasing successful case studies, advising on pilot programs, or providing insights on emerging trends, the committee helps members adopt forward-thinking approaches to facility management.

V. DUTIES AND RESPONSIBILITIES

The Business Partner Advisory Committee shall:

Assess Business Partner Needs

- Review Business Partner feedback, surveys, and participation data to identify needs and priorities
- Monitor trends in the facilities industry that affect Business Partner engagement
- Identify gaps in current programs benefiting Business Partner Members
- Consider needs across different company sizes, sectors, and levels of APPA engagement
- Provide input on priority areas for Business Partner program development

Evaluate Program Effectiveness

- Review Business Partner participation metrics and satisfaction data for existing programs
- Assess whether programs are meeting stated objectives and Business Partner needs
- Identify successful programs that should be continued or expanded
- Recommend improvements or modifications to existing programs
- Stay informed about trends in Business Partner engagement and industry developments
- Review programs offered by peer associations and industry partners
- Identify emerging opportunities that could benefit Business Partner Members

Advise on Partnership Opportunities

- Recommend sponsorship structures that provide value to both Business Partners and APPA
- Advise on collaboration opportunities between Business Partners and Institutional Members
- Provide input on programs that facilitate meaningful connections between Business Partners and educational institutions
- Recommend approaches to showcase Business Partner innovations and solutions
- Advise on ways to strengthen relationships between Business Partner Members and the broader APPA community

Support Strategic Alignment

- Advise on ensuring Business Partner programs align with APPA's strategic priorities and mission
- Provide input on how Business Partner engagement supports member retention and satisfaction
- Recommend integration opportunities between Business Partner programs and APPA conferences, regional events, and other offerings
- Recommend strategies to increase Business Partner participation and engagement
- Support coordination between national Business Partner initiatives and regional activities

Committee Self-Evaluation

- Conduct annual self-evaluation to assess committee effectiveness
- Identify opportunities to improve the advisory process
- Recommend enhancements to committee structure, processes, or charter

VI. MEETING REQUIREMENTS

Frequency

The Business Partner Advisory Committee shall meet at least quarterly, with additional meetings scheduled as needed for committee business. A recommended meeting schedule includes:

- Meeting 1 (Post-Annual Meeting): Committee formation, annual planning, review of charter
- Meeting 2 (Fall): Review of summer conference and program evaluations, discussion of emerging trends
- Meeting 3 (Winter): Assessment of current program portfolio, identification of gaps
- Meeting 4 (Spring): Input on proposed new programs or initiatives, preparation for annual report

Additional meetings may be scheduled to review specific program proposals or address time-sensitive matters.

Meeting Format

Meetings may be conducted in person, by videoconference, by teleconference, or through other electronic means that permit real-time communication among all participants.

Quorum

A majority of committee members shall constitute a quorum for the transaction of business.

Decision-Making

- Committee recommendations to the Board or staff require a majority vote of committee members present
- The Committee Chair votes on all committee matters (note: the Business Partner Director's non-voting status on the Board of Directors does not apply to committee votes)
- The Committee Chair may make procedural decisions between meetings, subject to committee ratification
- All substantive recommendations should be documented in meeting minutes

Minutes and Records

The committee shall maintain:

- Minutes of all committee meetings
- Documentation of program assessments and recommendations
- Records of all decisions and votes
- Business Partner feedback summaries and trend analyses

Committee minutes shall be distributed to the full Board and maintained by APPA staff in accordance with the Association's document retention policy.

VII. REPORTING REQUIREMENTS

Reports to the Board of Directors

The Business Partner Advisory Committee shall provide the following reports to the Board:

- **Annual Planning Report** (following Annual Meeting): Committee membership, annual priorities, planned meeting schedule, and focus areas for the year
- **Quarterly Updates** (as appropriate): Summary of committee discussions, key recommendations to staff, emerging trends identified, and Business Partner feedback themes
- **Annual Summary Report** (prior to Annual Meeting): Overview of committee activities, major recommendations provided, program effectiveness insights, assessment of Business Partner engagement alignment with strategic priorities, and recommendations for future focus areas

Transparency and Communication

- Committee meeting minutes shall be available to all Board members
- Major recommendations shall be communicated to the Board and CEO in a timely manner
- Committee insights may be shared with membership through appropriate channels to maintain transparency

Staff Coordination

- Committee recommendations are provided to staff for consideration and implementation
- Staff will provide updates to the committee on how recommendations are being incorporated or the reasons recommendations cannot be implemented
- Committee Chair maintains regular communication with CEO and designated staff liaison

VIII. CONFLICT OF INTEREST

Note: The Association's Conflict of Interest Policy includes special provisions for the Business Partner Director (Article II, Section 5) addressing their unique role representing Business Partner Members. This charter establishes heightened conflict of interest standards appropriate for a committee comprised entirely of Business Partner representatives.

General Requirements

All committee members shall comply with the Association's Conflict of Interest Policy and maintain the highest standards of ethical conduct in their advisory role.

Committee members recognize that they bring valuable Business Partner perspectives to APPA's strategic planning. The goal of these conflict of interest provisions is to ensure that recommendations serve APPA's mission and the interests of all members, while appropriately managing situations where individual Business Partner interests may diverge from collective interests.

Annual Disclosure and Attestation

Each committee member shall complete an annual disclosure statement and attestation affirming:

- Understanding of this charter and the Association's Conflict of Interest Policy
- Commitment to act in the best interests of APPA and all its members
- Disclosure of any potential conflicts of interest
- Agreement to recuse themselves from discussions where direct conflicts exist

When Recusal Is Required

Committee members must recuse themselves from discussions and recommendations when:

- Their organization would receive direct financial benefit distinct from the general benefit to all Business Partner Members (such as exclusive sponsorship opportunities, preferred vendor status, or sole-source arrangements)
- The matter involves vendor selection, contract negotiations, or procurement decisions involving their organization
- The recommendation would create competitive advantage for their organization over other Business Partners
- They have a personal financial interest in the outcome beyond their role as a Business Partner representative

When Recusal Is NOT Required

Committee members may participate in discussions and recommendations regarding:

- General sponsorship structures and pricing that apply equally to all Business Partners at a given membership tier
- Programs, benefits, and services available to all Business Partner Members
- Broad industry trends, emerging technologies, and best practices that could benefit educational facilities
- Conference formats, session topics, and engagement opportunities available to all Business Partners
- Feedback on existing programs where all Business Partners have equal access

Staff Authority and Safeguards

APPA staff retains authority to:

- Request additional disclosure from committee members when potential conflicts are identified
- Decline to implement recommendations that appear to favor individual Business Partners over collective interests
- Seek Board guidance when recommendations raise concerns about conflicts of interest
- Consult with legal counsel on conflict of interest matters when appropriate

Confidentiality

All committee members must:
- Maintain confidentiality of committee discussions, draft recommendations, and program development plans
- Not use advance knowledge of APPA programs or initiatives for competitive advantage
- Not disclose proprietary information about other Business Partners shared in committee discussions
- Protect sensitive information about APPA's business relationships and strategic planning

Competitive Balance

The committee should strive to:
- Recommend programs and opportunities that provide equitable access to all Business Partners
- Consider the interests of Business Partners not represented on the committee
- Avoid recommendations that would create unfair competitive advantages for specific companies or sectors
- Ensure recommendations serve the broader APPA community, including Institutional Members

Addressing Concerns

If a committee member has concerns about a potential conflict of interest:
- Raise the concern with the Committee Chair or CEO
- The Chair or CEO will facilitate discussion and determine appropriate action
- When uncertain whether recusal is required, err on the side of transparency and disclosure

The committee operates on principles of transparency, good faith, and collective commitment to APPA's mission. These conflict of interest provisions are designed to maintain trust and integrity while leveraging the valuable Business Partner perspectives that make the committee effective.

IX. AMENDMENTS

This charter may be amended by:
- Recommendation of the Committee Chair, OR
- Action of the APPA Board of Directors

All amendments must be approved by the APPA Board of Directors.

The charter shall be reviewed annually by the Committee Chair and updated as needed to reflect best practices, changes in Business Partner engagement landscape, evolving member needs, and organizational structure.

X. ADOPTION AND EFFECTIVE DATE

This charter was adopted by the APPA Board of Directors on [DATE].

Approved by:

Gabe Hampton (Bobby Aldrich presiding in Gabe's absence as Chair-Elect)

Board Chair

5/29/2026

Date

Last Reviewed: [DATE]
Next Review Due: [DATE]

END OF CHARTER