

# FACILITIES manager

JAN/FEB 2014

## STAYING RELEVANT FOR THE NEXT GENERATION OF STUDENTS



### INSIDE

The Future of FM: Meet APPA's  
Emerging Professionals

Take This Job and Love It

2013 APPA Regional Conferences

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## LOOKING AHEAD IN CAMPUS FACILITIES



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### Staying Relevant for the Next Generation of Students

*By Mark Crawford*

The campus environment has always been viewed as a “hallowed place” in the history of higher education. But we’re at a crossroads that many would rather not face—the traditional campus versus a virtual one. Information technology, fast-changing demographics, and student preferences are creating big challenges for facilities managers. Futurist Richard Katz maintains that facilities managers must respond proactively to stay relevant to students and meet their campus’ evolving needs.

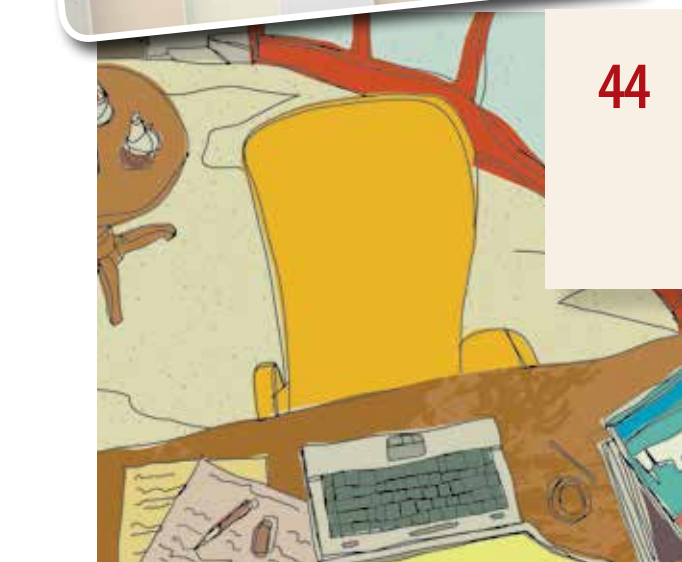


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### The Changing Face of Facilities: Profiles of the Emerging Professional

*Compiled by Steve Glazner*

Meet some of the men and women who identify themselves as emerging professionals in the world of campus facilities. Learn how they got involved in facilities, what work they’re doing, and some interesting facts about their lives.



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### Take This Job and Love It

*By Fred Gratto*

In the author’s opinion, work is one of the best things in the world, and so is rock and roll. So, he’s got a few lyrics to make his point. Let’s get started: “When ya got a job to do ya got to do it well.”

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## NEWS NOTES FROM THE APPA FRONT

**At its mid-winter meeting January 24-25**, the APPA Board of Directors approved the following **slate of candidates** for the 2014 officer elections, which will take place in March and April.

### **President-Elect:**

**Peter Strazdas**, Western Michigan University (running unopposed)

### **Secretary-Treasurer:**

**David Cain**, Coconino Community College (AZ)

**Jerry Carlson**, Butler University (IN)

**J.B. Messer**, Oklahoma City Community College

### **Vice President for Professional Affairs:**

**John Ott**, Ohio State University/  
Agricultural Research Development Center

**Paul Wuebold**, University of Alabama

The Board revised the APPA Bylaws to now allow **At-Large Board members** to have voting rights. The current At-Large Board members are Bill Johnson of Terracon Consultants and Lindsay Wagner, formerly of Northern Arizona University and an Emerging Professional highlighted in this issue.

Starting with the 2014-15 membership year—which begins April 1 and runs through March 31, 2015—employees of APPA member institutions will be considered as **Associate members at no cost** (i.e., no paid Associate member dues) to institutions. You will notice these changes in the annual dues billing set to begin by the end of February. More on this benefit still to come.

The Professional Affairs Committee, which oversees and conducts APPA's annual awards program for institutions and individuals, has recommended changing the annual **due date for award applications** and nominations. January 31 was the previous deadline, but starting this year the new awards deadline will be November 30. Moving back the due date will allow the Professional Affairs

Committee and the Awards and Recognition Committee more time to properly evaluate the many applications received each year.

APPA introduces a new book series entitled **Critical Issues in Facilities Management**, a series of anthologies on topics important to educational facilities professionals. Topics in the new series will include energy efficiencies, leadership, space management and utilization, maintenance and operations, and more.

The first book published in the series is *Environmental Sustainability*, available now from the APPA bookstore ([www.appa.org/bookstore](http://www.appa.org/bookstore)).

The 14 chapters are written by campus practitioners and expert consultants on a variety of topics such as integrating sustainability programs; FM's role in organizational sustainability; sustainability communications strategies; campus water management; net zero and geothermal; and a number of campus case studies.

Finally, registration is now open for the **APPA 2014 Centennial Celebration**, July 21-23, 2014 in San Diego, California. This is a conference not to be missed, as APPA celebrates its 100-year anniversary as an association for educational facilities professionals. For more information and to register, visit [www.appa.org/training/appa2014](http://www.appa.org/training/appa2014). See you in Southern California! ☺



### Coming in Mar/Apr 2014

- O&M Best Practices
- Focus on APPA Regions
- Answering the Wrong Questions About Deferred Maintenance

## FACILITIES manager

### **President**

Glenn Smith, Bryn Mawr College

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POSTMASTER: Send address changes to *Facilities Manager*, 1643 Prince Street, Alexandria, VA 22314-2818.

### **About APPA**

APPA promotes leadership in educational facilities for professionals seeking to build their careers, transform their institutions, and elevate the value and recognition of facilities in education. Founded in 1914, APPA provides members the opportunity to explore trends, issues, and best practices in educational facilities through research, publications, professional development, and credentialing. Formerly the Association of Physical Plant Administrators, APPA is the association of choice for 5,200 educational facilities professionals at more than 1,500 learning institutions throughout the United States, Canada, and abroad. For more information, visit us at [www.appa.org](http://www.appa.org).





SCAN FOR MORE INFO



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# facilities digest

By Anita Dosik

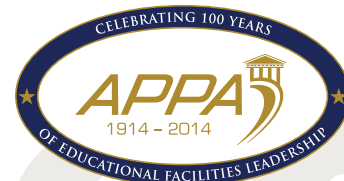
## APPA LANDS' END STORE OPEN FOR BUSINESS

Show the world you are part of the educational facilities world's top professional organizations. At the new APPA Land's End store, you can purchase high-quality apparel and other gear of your choice and have it personalized with the APPA logo. All personalized products are backed 100 percent by the Land's End's product guarantee. Polo shirts and caps are now available. They are ready to have the APPA logo added—and product offerings are growing. Visit <http://ces.landsend.com/APPASTORE> today to fulfill your APPA gear needs—and those of your staff—at the APPA Land's End store.



## HELP APPA CELEBRATE ITS 100 YEAR ANNIVERSARY: CONTRIBUTE TO THE CENTENNIAL PROJECT TODAY!

The year 2014 marks APPA's 100th anniversary. The APPA Centennial Project Site at <http://100years.appa.org/> offers all APPA members the opportunity to share their memories of APPA as it has evolved. These may include written insights, photos, videos, and other resources. APPA will use this material to celebrate our anniversary on the APPA website, in *Facilities Manager* magazine, in commemorative videos, and more. All are encouraged to participate! Share your "APPA Journey!"



## OPERATIONAL GUIDELINES TRILOGY NOW AVAILABLE AS E-BOOKS

APPA's popular book series, *Operational Guidelines for Educational Facilities*, is now available in an easy-to-download, easy-to-use e-book format. The e-book can be read on your computer, tablet, or smartphone.

The books in the Operational Guidelines Trilogy include Custodial (third edition), Grounds (second edition), and Maintenance (second edition). The new "flip-file" e-books allow you to easily navigate to the chapter or section you need, and the text is completely keyword searchable.

Certain voluminous appendices in the Custodial and Maintenance books (mostly forms and charts) are not included in the e-book, but instead are linked directly from the text to a website for easy review or printing.

The price for the new flip-file e-books will be the same as the printed book—each title costs \$85 for APPA member institutions, or \$110 for nonmembers.

### SPECIAL INTRODUCTORY PRICE—10% OFF!

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# Through the years...





## CONGRATULATIONS TO THE PGMS GREEN STAR AWARD-WINNING CAMPUSES!



professional grounds  
management society

The Professional Grounds Management Society has announced the winner of the Green Star Awards, and these feature several sited in the University Grounds category. This awards program brings recognition to grounds maintained with a high degree of excellence and complements other landscape award programs that recognize outstanding landscape design and construction.

The winners are:

### University and College Grounds

Grand Award – University of Mississippi  
Honor Award – Baylor University  
Honor Award – Marymount College  
Honor Award – Ohio Northern University  
Honor Award – Queens University of Charlotte  
Honor Award – Southern Methodist University  
Honor Award – Texas Woman's University  
Honor Award – University of Rochester – Mount Hope Campus  
Honor Award – University of Texas at Dallas  
Honor Award – Western Kentucky University  
Merit Award – Franklin W. Olin College of Engineering  
Merit Award – University of Iowa  
Merit Award – University of the Cumberlands  
Merit Award – Virginia Wesleyan College



### Urban University Grounds

Grand Award – University of Guelph  
Honor Award – Southern Baptist Theological Seminary  
Honor Award – University of Alberta  
Honor Award – University of Nevada  
Honor Award – University of Puget Sound

### School Grounds

Honor Award – Lake Forest (IL) Academy  
Small Site  
Honor Award – University of Missouri – Francis Quadrangle

### Residential Landscape

Honor Award – North Carolina State University – Chancellor's Residence

Visit <http://pgms.org/2013-green-star-award-winner-descriptions/> to learn more about the winners.

## EVENTS

### APPA EVENTS

**Feb 7, 2014** Credentialing Prep Course and Exam, *Dallas, TX*

**Mar 17-21, 2014** APPA's Supervisor's Toolkit (sponsored by SRAPPA), *Charlotte, NC (UNC Charlotte)*

**Apr 12-13, 2014** Credentialing Prep Course & Exam (CEFP & EFP), *El Paso, TX*

**Jul 21-23, 2014** APPA 2014: Centennial Celebration & Annual Conference, *San Diego, CA*

**Sept 7-11, 2014** APPA U Institute for Facilities Management and Leadership Academy, *Orlando, FL*

**Sept 7-12-13, 2014** Credentialing Prep Course & Exam (CEFP & EFP), *El Paso, TX*

### OTHER EVENTS

**Mar 3-4, 2014** 9th Annual Smart & Sustainable Campuses Conferences, *Baltimore, MD*

### REGIONAL EVENTS

**Feb 25 – Mar 1, 2014** CAPP 2014 Technology & Leadership Conference, *San Antonio, TX*

**Mar 6-7, 2014** NCAPPA Chapter Conference, *Buies Creek, NC (Campbell University)*

**Mar 12, 2014** VAPPA Chapter Conference, *Charlottesville, VA (University of Virginia)*

**Mar 17-21, 2014** APPA's Supervisor's Toolkit (spons. By SRAPPA), *Charlotte, NC (UNC Charlotte)*

**Apr 2-4, 2014** MOAPPA Chapter Conference, *Springfield, MO (Missouri State University)*

**May 14-16, 2014** FLAPPA Chapter Conference, *Daytona Beach, FL (Embry-Riddle Aeronautical University)*

**Sep 16-20, 2014** MAPPA 2014 Conference, *West Lafayette, IN*

**Sep 21-24, 2014** ERAPPA 2014 Conference, *Atlantic City, NJ*

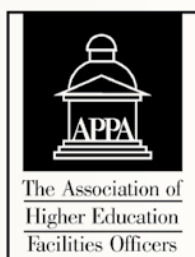
**Sep 21-24, 2014** CAPP 2014 Conference, *El Paso, TX*

**Sep 22-24, 2014** RMA 2014 Conference, *Santa Fe, NM*

**Oct 4-7, 2014** SRAPPA 2014 Conference, *Huntington, WV*

**Oct 4-8, 2014** PCAPPA 2014 Conference, *Vancouver, BC*

For more information or to submit your organization's event, visit [www.appa.org/calendar](http://www.appa.org/calendar).



# facilities digest



## APPA'S FACILITIES MANAGEMENT EVALUATION PROGRAM (FMEP)

The quality of an educational organization's facilities has a major impact on attracting and keeping students. But how do the many people who depend on your facilities define quality? How do your facilities meet their expectations? And how do they measure up against other campuses?

APPA's Facilities Management Evaluation Program (FMEP) helps you turn these questions into a powerful catalyst for improving how you manage your facilities. Modeled after the Baldrige National Quality Program Criteria for Performance Excellence, the FMEP criteria provide a framework for continuous improvement. This customized evaluation gives you the feedback and actions you need to transform your educational facilities program into one worthy of international recognition for quality.

The FMEP is not a cookie-cutter process. Each FMEP is customized and tailored to the specific institution for which it is conducted. The evaluation team is handpicked so that each institution is evaluated by a select group of peers from campuses sharing similar educational, financial, and physical characteristics.

If you are interested in:

- Achieving continuous quality improvement
- Exceeding customer expectations
- Improving your understanding of facilities issues
- And changing your organization's responsiveness to the demands it faces...

Consider the APPA FMEP! For more information, visit [www.http://appa.org/fmep/](http://appa.org/fmep/) or contact Holly Judd at [holly@appa.org](mailto:holly@appa.org).

## APPA CONGRATULATES EFP & CEFP RECIPIENTS

The following professionals have successfully completed the requirements for APPA's CEFP and EFP credentials, from October 14, 2013 to January 1, 2014.

Congratulations on their personal accomplishments.



### CEFP RECIPIENTS

Pamela Barrett, *Kalamazoo College*  
James Bogan, *University of Wisconsin/Madison*  
Gerald Carlson, *Butler University*  
John Coggins, *Spirotherm, Inc.*  
David Dent, *George Washington University*  
Ned Frank, *University of Colorado/Denver*  
Jeffrey Gardner, *North Central Michigan College*  
Joe Hitt, *Louisiana State University*  
Kevin Kenyon, *Ball State University*  
Melinda Lamoureux, *Bridgewater State University*  
Bill McBride, *Colorado State University Housing Operations Management*  
Michael Merriam, *University of Virginia*  
Jim Nelson, *University of Colorado/Denver*  
Steven Orlando, *Western Michigan University*  
Russell Pierson, *Lane Community College*  
Andy Reihl, *Central Michigan University*  
Tom Sullivan, *University of Michigan/Ann Arbor*  
Gary Taylor, *University of Michigan/Dearborn*  
James Thams, *Northern Michigan University*  
David Turnquist, *University of Colorado/Denver*  
Sara VanderVeen, *Central Michigan University*  
Jesse Walklett, *University of Colorado/Denver*  
Marcie Weathers, *Kalamazoo College*  
Wayne Zdrojowski, *University of Michigan/Ann Arbor*



### EFP RECIPIENTS

Eugene Dykes, *Shenandoah County Public Schools*  
Rob McChesney, *Eureka College*  
Kevin McDougall, *Oakland University*  
Rence Meredith, *Grand Valley State University*  
Gary Saak, *University of Northern Iowa*  
Edward Simon, *Grand Valley State University*  
Jeff VanderWeide, *Cornerstone University*  
Ed Wierzbicki, *Grand Valley State University*  
Phillip Moessner, *Idaho State University*  
Robert Deskins, *University of Michigan/Ann Arbor*  
Jesse Walklett, *University of Colorado/Denver*

### Upcoming Prep Courses and Exams

Feb 7 & 8, 2014..... Dallas, TX  
Feb 21 & 22, 2014 ..... University Park, PA  
(Penn State)  
March 1, 2014..... San Antonio, TX  
March 13 & 14, 2014... Charlottesville, VA (UVA)  
April 12 & 13, 2014 ..... El Paso, TX

For further details, got to [www.appa.org/](http://www.appa.org/)  
click on training.



## STAFF CONTACT INFORMATION

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# Associations and “The New Normal”

By E. Lander Medlin

**H**appy Anniversary, APPA, as the association enters its centennial year! There are many people and accomplishments we are (and will be) celebrating over these past 100 years. We launched the celebration at the close of the APPA 2013 Conference in Minneapolis, Minnesota. We will culminate it at the APPA 2014 Conference this coming July 21-23, 2014 in beautiful downtown San Diego, California (online registration goes live on February 1).

Celebrating the traditions and rich history of this fine association is one aspect of our focus and attention this year. Yet we remain steely-eyed on the future—the next 100 years—and what that portends. The intent being to reflect on the future of the association given the driving forces, challenges, and radical changes necessary for continued relevance well into the future.

## A NEW ECONOMIC ORDER

Ian Davis, worldwide managing director for McKinsey & Company, stated: “*It is increasingly clear that the current downturn is fundamentally different from recessions of recent decades. We are experiencing not merely another turn of the business cycle, but a restructuring of the economic order.*”

Indeed, a restructuring of the economic order is well upon us as we face “the new normal.” A world filled with heightened competition in the face of a convergence of fundamental changes in markets, member engagement preferences, and technology. This is described in greater detail in a couple of books titled *Race for Relevance* and *Road to Relevance*. The authors, Harrison Coerver and Mary

Byers, respectively, have targeted their research and experience on the nonprofit association marketplace. Their concepts and premise are strategically important to consider by APPA, its Board of Directors, and the membership.

## IDENTIFY AND CHANGE

The authors identify six pressures from market changes and external forces that have created a new landscape for nonprofit associations, along with five radical changes for adjusting and modifying structures and delivery systems to ensure relevance and vitality in the future marketplace. The six challenges facing today’s associations are:

1. **Time Pressures** – The traditional association model is too time inten-

sive given today’s pace of change and competing work life/personal life balance issues. Members are compelled more than ever before to reexamine their time commitments and corresponding engagement in an association’s programs, products, and services.

2. **Value Expectations** – There is a renewed focus on demonstrated value and a clear return on investment of time and money.
3. **Member Market Structure** – Member markets are more dynamic and rapidly changing. We must consider our existing market niche and rethink markets in light of those we can competitively serve. We cannot be all things to all people.





4. **Generational Differences** – There is clearly a difference in what membership means to each generation and the expected return it provides.
5. **Competition** – From association to association, association to the for-profit sector, and association to the Internet, competition abounds for every program, product, or service offered! The challenge is differentiation and how that can be achieved.
6. **Technology** – We must proactively adopt technologies not only to remain relevant, but to effectively respond to and with the potential of technologies available today and quickly coming tomorrow.

These challenges should be addressed if we expect to continue to provide relevant value propositions. At the same time we must recognize the lesser time members have to take advantage of them. To do so will compel us to focus on the authors' five radical changes:

1. **Rethink the Governance Model**  
Boards and committees composed for performance are critical to ensure strong leadership and clarity of focus and direction.
2. **Empower and Enhance Staff and Volunteer Expertise**  
It will be critical to optimize staff and volunteer time and expertise and have overall board support.
3. **Rigorously Define the Member Market**  
It is equally important to serve targeted, strategic, and evolving markets and professionals. This requires a disciplined analysis of member markets that exist today and will evolve tomorrow.
4. **Rationalize Programs and Services**  
Membership value should not equate to the quantity of programs, products, and services, but to their quality. We must ensure we allocate resources to the critical few ensuring quality and excellence.
5. **Bridge the Technology Gap**  
We must invest and reinvest in

technology and its promise to position the association to more effectively compete in the future. It is an imperative to capitalize on technology.

Success will hinge on our discipline to be structured correctly, have the right leaders and staff in place, carefully identify the market(s), establish a narrowly focused value proposition, and leverage technology strategically. Jim Collins emphasized, *"There is great solace in the simple fact of clarity – about what is vital, and what is not."*

#### APPA'S POSITION

APPA's Strategic Plan has positioned us well to clearly recognize these challenges and address the necessary changes so that we are more focused, more competitive, and more adept at using our resources strategically. At its January 2014 meeting,

APPA Board members were engaged in a targeted, strategic discussion of the accomplishment of our plan's four objectives/outcomes:

1. Engage All Stakeholders
2. Broaden the Market
3. Define Roles & Responsibilities
4. Gain Credibility & Influence

In a future column, we will explore how APPA has and will continue to respond to these challenges and changes.

Our goal is to continue to help members work less stressfully, more profitably, and more productively. We can do so if we ensure clarity of focus and discipline in execution as we engage you over the next 100 years. ☛

Lander Medlin is APPA's executive vice president; she can be reached at [lander@appa.org](mailto:lander@appa.org).

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# Leadership That Makes a Difference

By Randolph Hare



To serve in a leadership role for the premier international association meeting the needs of educational facility professionals is a unique honor and awesome privilege.

## NOT GOING IT ALONE

The 22 members of APPA's 2013-14 Board of Directors are a hardworking, energetic and dedicated group of volunteers, entrusted with the responsibility to strategically plan, guide, and steward an organization celebrating 100 years of existence. APPA has a lofty vision "to become a global partner in learning," and a mission "to support educational excellence with quality leadership and professional management." Additionally, this organization espouses such values as integrity, honesty, diversity and inclusiveness, service, quality, and collaboration.

## PRESSING ISSUES

As APPA celebrates 100 years, and this Board serves during a period of rapid change in higher education, we are confronted with changes in technology and pedagogy, increases in tuition, declining resources, rising energy costs, and an enormous backlog of renewal and renovation needs. Other pressing issues include how to plan for the future when there is uncertainty about how students will be educated in the decades to come. How much campus space will

be needed? What kind of space? How will the space be utilized? How will online learning affect brick-and-mortar campuses? Will there be a hybrid teaching model?

If facility professionals were made to deal with this tidal wave of change alone, they would be putting their professional careers and their institutions at risk.

Back in 1914, a group of farsighted professionals representing 14 Mid-western higher educational institutions formed the association now known as APPA. We owe them a large debt of gratitude! Today APPA offers the best cutting-edge programs, products, and services to equip and enlighten facility professionals toward identifying critical issues and making informed decisions that are in the best interest of their institutions.

APPA is the "go to" association of educational facility professionals because for the past 100 years, talented and engaged professionals have devoted time and energy to research, benchmark, and publish books, magazines, and monographs as well as planned and organized educational and training forums.

At the helm, over the years, individuals have stepped forward to guide and direct the association on the APPA Board of Directors. They would not have been successful without the support of an outstanding APPA staff.

## OPPORTUNITIES + PREPAREDNESS = SUCCESS

As we celebrate APPA's 100th anniversary, and launch into the next hundred years, we do so from a position of strength. We are poised to become an even stronger and more influential organization because of those who have led us in the past, and those currently serving on the Board.

The challenges we face, although daunting, are opportunities. And opportunities coupled with preparedness equal success. As the French writer, Antoine de Saint-Exupery, once said:

*"If you want to build a ship, don't drum up people to collect wood and don't assign them tasks and work, but rather teach them to long for the endless immensity of the sea."*

So as we travel forward on our APPA journey, we must not focus on isolated tasks, but on the enriching experience of the entire profession and the goals that are truly worth achieving as stewards of educational facilities. ☞

Randolph Hare is APPA's President-Elect and director of maintenance & operations at Washington & Lee University in Lexington, VA. He can be reached at [rhare@wlu.edu](mailto:rhare@wlu.edu).





# To Try Again...and Succeed

By J.B. Messer

A number of years ago I reviewed a video titled “To try again... and succeed.” The video was an animation of an eagle teaching an eaglet to fly. The eaglet initially feels small and unimportant in the world. It felt safe in its small and narrow nest, and needed the eagle to show it how to gain confidence. As the eaglet attempts to fly from the nest, it fails time and again. But the eagle believes in the eaglet’s ability, causing the eaglet’s faith to become stronger, and eventually the eaglet tries again to fly...and succeeds. As the eaglet is in its maiden flight, its spirit soars, the world expands, and it is no longer afraid. The eaglet’s strength and confidence compel it to pass on its newfound flying experience to others, and becomes fulfilled. All this happened, because the eaglet had someone who cared and nurtured him.

This video showed me how a person can feel unimportant, and how building self-esteem is an important part of life. There are too many people who don’t realize that they can make a difference in their world. As they go through life, they may find their forte. Perhaps someone may instill this in the person, or it may come from a life changing experience.

## FINDING HELP IN DIFFERENT PLACES

I have also kept for reference a journal article titled, “A Job Seeker’s Guide to an Offer,” which provides an insight of how an individual has failures in interviewing for jobs. The article references the book, *The Perfect Interview*, which guides the person through effective interviewing techniques. After the individual has failed on several occasions to land a job at a particular organization, this



book provided the information for confidence during interviews. Success was the final result, after the individual learned the necessary techniques.

The article presents several areas for confidence building. The selection process for landing a position within a company provides for increased confidence. When the individual is on the job, the training and development program can give the tools to gain job knowledge and aid the individual in feeling important. The performance evaluation can provide a good feeling about performance.

## COMING TOGETHER

Combined, this video and book give insight to the need for each of us to have venues for building confidence. Within APPA, there are numerous opportunities

to gain confidence, which is instrumental in our professional development process. These include educational programs, committee involvement, utilization of metrics, networking, or something as simple as a membership.

The APPA experience for us at Oklahoma City Community College has provided us with many venues to succeed on the state, regional, and international levels. Therefore, it is not a question of why APPA....but rather why NOT APPA!! 💰

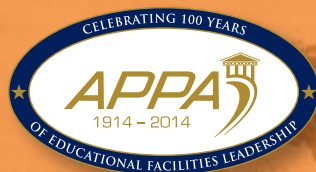
J.B. Messer is director of facilities management at Oklahoma City Community College, Oklahoma City, OK. He can be reached at [jmesser@occc.edu](mailto:jmesser@occc.edu).

# CELEBRATE WITH APPA!

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The coming year will be filled with a number of anniversary celebration activities that will provide a glimpse of APPA's past, provide an overview of how we are addressing current and future challenges, and preview the emerging professionals and leaders in our very near future. The celebration will culminate with next year's APPA 2014 conference in San Diego, to be held at the Sheraton San Diego Hotel and Marina, July 21-23, 2014 - and you don't want to miss truly one of a kind event!





## CALL FOR PROGRAMS

### APPA 2014 Call for Programs is now open!

Proposals for the 2014 event will be selected to provide a program that offers innovative, comprehensive and diverse treatment of issues facing facilities professionals throughout the educational community—colleges, universities, community colleges, and K-12. Topic areas to be addressed are:

**Technology** Use of Tablets - Best Practices within Facilities Management;  
Social Media - Effective Practices; The Cloud

**Cost of Higher Education** Communicating: Cost & Value; Alternative Funding; How Do We Tell Our Story?

**Sustainability/Energy** Ethics of Renewable Energy; Being a Leader in a Learning Living Laboratory

**Safety & Emergency Management** Natural Disaster Recoveries; Advancement of Codes - Impact on Campus

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Visit us at

**[www.appa.org/training/APPA2014](http://www.appa.org/training/APPA2014)**  
to review guidelines for submissions.

### SPECIAL PROGRAMMING

Senior Facilities Officers (SFO) Summit & Emerging Professional (EP) Summit

Offering programming that builds the teams within our departments! Mark your calendars for this two special offerings to occur on July 20, 2014 before we officially kick off APPA 2014.

### MORE INFORMATION

We encourage you to visit the APPA 2014 event website often for the latest happenings about programming, guest speakers, special events and much more!

**Bookmark Our Site To Your Favorites NOW. [www.appa.org/training/APPA2014](http://www.appa.org/training/APPA2014)**



# History Lessons

## Evaluating the Past to Improve the Future

By Joe Whitefield

It is amazing how history comes alive for me when I visit the site of an historic event. As my eyes process the sights, my mind's eye looks back and recreates the events searching for clues as to what took place and a deeper understanding of why. This was definitely the case when I recently visited Dealey Plaza in Dallas, Texas, where President Kennedy was assassinated in 1963. I was able to look upon many areas that I had only read about in books or seen on television. Looking down on the motorcade route from a window on the sixth floor of the Book Depository (now a museum) was like looking through a lens on a scene from 50 years ago. The whole experience provided answers to some of my questions while it introduced me to new thoughts, curiosities, and questions.

### HINDSIGHT

In a similar way, the facility managers typically are in the unique position of being on location with the facilities we manage and the constituents we serve. This is a tremendous advantage because we operate and maintain facilities and can measure their performance and functionality over time.

Every day, I look at the campus footprint—the facilities, infrastructure, technology, people, etc.—and contemplate how to best provide the services under my responsibility. There is no doubt that the ease or difficulties in meeting today's obligations were heavily influenced, if not totally determined, by decisions made in the past. Being on location provides some historical perspective to the circumstances involved in yesterday's decisions. This contributes to the undervalued form of knowledge known as hindsight.

### LEGACY ISSUES

All facilities managers are dealing with various issues associated with legacy systems. Older facilities often have poorly functioning systems that are some combination of inefficient, difficult to maintain, and costly to operate. As frustrating as it can be for facilities personnel to work on these systems, it is often worse for the building tenants who live with the consequences of these underperforming systems.

In our struggle to deal with the problems, it is all too easy to criticize

the designers and decision makers of the past. What could they have possibly been thinking? I have had that thought on more than one occasion. Perhaps it is time to do more than simply criticize those who have come before. Let me suggest we take an historical view and consider three ways to take advantage of the benefits of hindsight that come from being on location.

### THE HISTORICAL VIEW

**First, learn the lessons of history.** Decisions are always a result of a process of trade-offs. When investigating the history of a problem, look to determine the conditions and constraints that were present





at the time of the decision. Were they budgetary in nature? Was form valued over function? Were there cultural influences? What role did tradition play? Where there technological or other forms of obsolescence?


Once understood, determine how similar they are to the conditions and constraints present today. No doubt many things change over time. Some things do not. The key here is to not throw the baby out with the bathwater. When addressing the problems of today, be sure the other relevant factors are adequately addressed.

**Second, examine your own track record of success.** This is where it gets a little personal. What problems today are the results of decisions that you had a hand in making? Armed with the results of today, surely we can effectively evaluate our past decisions and the circumstances at the time. Was the information sufficient for the scale and impact of the decision? Were future costs and various risk factors adequately considered? Where too many dynamic factors treated as static? Who hasn't planted a small tree too close to a building, causing problems later when it grew? Honest self evaluation can lead to self improvement.

**Third, improve decision making today in order to leave a better legacy for the future.** This is really the application of lessons from above. After all, what good is it to not learn from history and continually repeat its mistakes? Experience is a great teacher. The goal here is to look at the experiences of the past—others, or your own—and seek to learn from them. Then you can advance this knowledge forward in the projects and processes we are designing today. How will future generations of facilities managers judge the decisions you are making today? Hopefully, they will realize the benefits of many good decisions that were based on proper priorities and a complete consideration of the trade-offs.

College and university campuses have great history. Working on a campus

affords a unique opportunity to be on location with our facilities. That, in turn, allows us a great opportunity to develop more of an historic perspective when considering how to address the legacies of older facilities. Don't miss the opportunity to learn the history lessons that are readily available and that can

improve today's decisions. The benefits can be realized in both the present and the future. 

Joe Whitefield is executive director of facilities services at Middle Tennessee University, Murfreesboro, TN. He can be reached at [joe.whitefield@mtsu.edu](mailto:joe.whitefield@mtsu.edu).

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# 2013 REGIONAL CONFERENCE REPORTS

*For more information visit [www.appa.org](http://www.appa.org)*

# ERAPPA Eastern Region

**Beth Clark**  
**ERAPPA Vice President for**  
**Annual Meetings**  
**Pennsylvania State University**

**M**ore than 650 participants representing 122 educational institutions attended the 2013 ERAPPA Annual Meeting in Rochester, New York from September 29 through October 2. The conference theme was “Focusing on the Future.” Keynote speaker Erik Wahl once again wowed the audience with his dynamically choreographed paintings and inspirational messages. Plenary speaker Dan Thurmon balanced, juggled, and unicycled his way through his presentation about living “off-balance, on-purpose.”

The 2013 conference was hosted by the New York Chapter of APPA (NYAPPA) under the leadership of Barry McHugh (University of Rochester) and George Stooks (SUNY Geneseo.) The host committee delivered an engaging, thought-provoking, and thoroughly enjoyable program which included a five-track professional development program, APPA’s Supervisor’s Toolkit, a Hall of Resources with a variety of Business Partners, and an exciting evening of eclectic art and music at ARTISANWorks.

At the Annual Business Meeting, the entire allotment of ERAPPA professional development scholarships was awarded for the first time. Six educational scholarships, three credentialing scholarships, and ten Ambassador Scholarships were distributed. This is a significant achievement for the region as the robust scholarship program had been underutilized to this point.

At the Awards Banquet, Certificates of Appreciation were awarded to the outgo-



ERAPPA 2013-14 Board of Directors



Plenary speaker Dan Thurmon

ing Chapter Presidents, ERAPPA Committee Members, and Host Committee Members. Merit Awards were given to the Host Committee Chairs, the outgoing newsletter editor, and outgoing Board Members. Steve Peary and Beth Clark were recognized with ERAPPA’s new Rising Star Award. Jerry Sidio (University of Rhode Island) and Bob Britton (Syracuse University) were awarded ERAPPA’s new Chapter Champion Award for the Southern New England Chapter of APPA (SNEAPPA) and NYAPPA respectively. ERAPPA President Dan Gearan bestowed President’s Awards upon Christine Matheson, Tracey Hartford, and Beth Clark.

Michelle Frederick assumed the role of ERAPPA President at the end of the Annual Meeting. Frederick spoke of her journey into and through her local chapter, the region, and international APPA, recognizing mentors who have assisted and guided her journey. Her theme carried through as she spoke about ERAPPA’s new mentorship program which was launched at the 2013 Annual Meeting.

## THE 2013-2014 ERAPPA OFFICERS

President—**Michelle Frederick**,  
 American University

President-Elect—**Dale Deblois**,  
 Colby College

Past President—**Dan Gearan**,  
 University of Southern Maine

Vice President for Professional Development—**Christine Matheson**,  
 Dalhousie University

Vice President for Annual Meetings—  
**Beth Clark**, Penn State University

Vice President for Membership—  
**Chris Dupuis**, University of Hartford

Vice President for Chapter Affairs—  
**Peter Buchheit**, University of Pittsburgh – Bradford

Vice President for Technology & Communications—**Steve Peary**,  
 University of Vermont

Secretary—**Kevin Mann**,  
 Salisbury University

Business Partner Representative—  
**Tracey Hartford**, Windover Construction

Treasurer—**Arthur Walsh**, University of New Brunswick – Fredericton

Senior APPA Representative—**Dan Gearan**,  
 University of Southern Maine

Junior APPA Representative—

**Michelle Frederick**, American University  
 APPA Liaison—**John Bernhards**

To view ERAPPA’s website and find a complete listing of the board of directors, please go to <http://www.erappa.org>.



# SRAPPA Southeastern Region

**Heather Hargrave**  
**SRAPPA Vice President for**  
**Communications**  
**Tulane University**

Over 330 people representing more than 60 colleges and universities and 90 business partners made their way to Lake Lanier Islands, GA October 12 to 15 for SRAPPA 2013, inspired by the conference theme "Riding the Winds of Change." Besides enjoying North Georgia's beautiful fall weather, attendees were treated to a keynote address by Georgia State Secretary of State Brian P. Kemp, who shared the trials facing state governments and how we can work together with states to benefit our organizations. A general session was led by APPA President Glenn Smith and Executive Vice President Lander Medlin entitled "Why APPA?" Attendees were treated with an upbeat presentation that gave talking points on the benefits of APPA.

The conference was hosted by Kennesaw State University under the leadership of Jodie Sweat. The host committee provided 24 educational sessions and superb entertainment. The conference kicked off with a golf outing to one of Lake Lanier's courses, followed by a welcome reception held on the Lake Lanier beach. The days that followed were just as exciting with time well spent with the exhibitors, educational sessions, and a Monday night football watch party that included NFL players Kenny Irons (South Carolina, Auburn, Cincinnati Bengals), Ken Irvin (Memphis, Buffalo Bills, Minnesota, New Orleans), Timothy Broady (Murray State, NFL Players Association), and Harvey Armstrong (Philadelphia Eagles, Indianapolis Colts). Everyone went home with fond memories with some lucky guests taking home footballs signed by the athletes.

The annual business meeting took place at the conference where SRAPPA's



SRAPPA leadership honors John Malmrose with Emeritus status (accepted by Greg Weisle)



Monday night football



Jay Williams, President

emeritus status was granted to John Malmrose, South Carolina, for his service to the region and APPA. The President's Dinner and Dance was the culminating event with incoming President Jay Williams highlighting the goals for the next year. SRAPPA was honored to have APPA President Glenn Smith presiding over the installation of the 2013-14 officers.

## THE 2013-2014 SRAPPA OFFICERS:

President—**Jay Williams**, Virginia Military Institute  
 President-Elect—**Jodie Sweat**, Kennesaw State University  
 Immediate Past President and Junior APPA Representative-Elect—**Wayne Goodwin**, Jackson State University  
 Secretary/Treasurer—**Becky Griffith**, Embry-Riddle Aeronautical University  
 First Vice President—**Mark Cutlip**, Marshall University

Second Vice President—**Dave Maharrey**, Louisiana State University  
 Vice President for Chapter Affairs—**Dan Wooten**, Tennessee State University  
 Vice President for Communications—**Heather Hargrave**, Tulane University  
 Vice President for Education—**Al Hill**, Tennessee State University  
 Senior APPA Representative—**Dan Young**, Norfolk State University  
 Junior APPA Representative—**Paul Wuebold**, University of Alabama  
 K-12 Liaison—**Cheryl Moss**, Chesterfield County (VA) Public Schools  
 Business Partner Liaison—**Lee Richey**, Creative Facilities Solutions  
 APPA Liaison—**Steve Glazner**

To view SRAPPA's website, please go to <http://www.srappa.org/>.



# MAPPA Midwest Region

**Jim Bogan**  
**Fleet Program Officer**  
**University of Wisconsin Madison**

The MAPPA region is blessed with one of APPA's strongest chapters, Michigan's MiAPPA. This year's conference, located at Grand Rapids in the Amway Grand Hotel during October 27-31, was a joint effort between the region and chapter. Over 530 attendees and business partners found the conference to be a great value and a lot of fun.

Also affiliated with MAPPA and conducting events at this year's conference were the Big Ten and Friends Trainer's Network and the Big Ten and Friends Building Services Administrators groups. Each of these groups gathered for presentations and experience exchange sessions.

Brandon Baswell (Michigan State University), Tim Thimmesch (Grand Valley State University), and Peter Strazdas (Western Michigan University) were instrumental in leading the host committee. The conference went off without a hitch, and the food received rave reviews thanks to the tireless efforts of all the committee members.

The MAPPA region prides itself on both value and fun. The conference offered a well attended set of formal educational sessions, the always popular experience exchange sessions, and the trade show was successfully integrated into conference activities. Attendees and business partners mingled in the Gerald Ford Presidential Museum, the Frederick Meijer Gardens and Sculpture Park, and at Grand Rapids' famous B.O.B. (Big Old Building).

MAPPA Professional Development Chair Dana Gillon (University of Illinois – Champaign/Urbana) led a dedicated group of committee members who carefully selected sessions, facilitated the presentations, and acted as ambassadors for First Time Attendees, Business Partners, and members.

The annual business meeting featured oral reports from board members to the region membership and two elections were conducted. Bob Currie (Iowa State University) was elected Secretary to replace Kris Ackerbauer (University of Wisconsin – Madison) as Kris' term expired. Mike Hamilton (Iowa State University) was elected to the President-Elect position. Treasurer Art Chonko (Denison University) reported the region to be in sound financial health.

The Helen DeVos Children's Hospital in Grand Rapids will receive \$1960.00 courtesy of participants in the fund raiser raffle and those who graciously donated prizes.

At the Presidents' Reception and Dinner, outgoing President Kristie Kowall recognized John Coggins (Spirotherm, Inc), Michael Anthony (University of Michigan), and MAPPA Historian Becky Hines with the Presidential Service Award.

APPA President-Elect Randolph Hare (Washington and Lee University) presented the APPA President's Award for Emerging Professionals to Amy Carnahan (Michigan State University) and installed the 2013-2014 MAPPA Board.

## THE 2013-2014 MAPPA OFFICERS

President—**Lowell Bromander**,  
 Hamline University  
 President-Elect—**Mike Hamilton**,  
 Iowa State University



MAPPA 2013-14 Board of Directors



The Gold Company ensemble (Western Michigan University) performs at the President's Reception and Dinner

Secretary—**Bob Currie**, Iowa State University  
 APPA Junior Representative—**Brandon Baswell**, Michigan State University  
 Treasurer—**Art Chonko**, Denison University  
 APPA Senior Representative—**Ruthann Manlet**, University of Minnesota  
 APPA Liaison—**Suzanne Healy**

To view MAPPA's website and find a complete listing of the board of directors, please go to <http://www.mappa.appa.org/index.cfm>.

# CAPPA Central Region

**Laurie D. Lentz**  
**Communications Manager**  
**The University of Texas at Austin**

The CAPPA 2013 Annual Meeting drew 374 attendees to Galveston Island from September 28-October 2, 2013. Arkansas State University hosted the event, which had “Synergizing Information & Technology” as its theme.

APPA President Glenn Smith launched the conference Monday morning, along with APPA Executive Vice President Lander Medlin. Keynote speaker Brad Hyde, founder of Hyde Group Consulting & Motivation and business development administrator for Delta Medical

Instructors Larry Smith and Steve McClain engaged 23 facilities supervisors in the Supervisor’s Toolkit from September 27-October 1. APPA staff member Christina Hills and Tony Ichsan of Santa Rosa Junior College, Santa Rosa, CA, led the preparatory course for the APPA Education Facilities Professional/Certified Educational Facilities Professional credentialing program.

In the Exhibit Hall, 147 business partners representing 65 businesses shared information with conference attendees about services and products geared to the unique needs and interests of CAPPA members. Business partners also sponsored several of the special activities that took place.



Mike Johnson, University of Arkansas, *Meritorious Service*; Glen Haubold, New Mexico State University, and Chris Snow, Oklahoma City Community College, *Pacesetter*; and Sue-Anna Miller, University of Oklahoma, *Unsung Hero*. CAPPA awards presented included Ted Weidner, and Larry Zitzow, University of North Dakota, *Distinguished Member*; Roy Ruiz, University of Texas at Austin, Lee McQueen, University of Nebraska Kearney, and Dan Whitezell, Spirotherm, *Meritorious Member*; Tim Stiger, formerly of University of Science and Arts of Oklahoma, and J.B. Messer, Oklahoma City Community College, *President’s Award*; and Dan Whitezell, Spirotherm, *Newsletter Award*. Bob Casagrande, retired director of facilities services and renewal at Southern Methodist University, was recognized for receiving an Emeritus Membership award from DFWAPPA.



CAPPA 2013 Officers

Center of Memphis, energized attendees by motivating them to generate “60 Ideas in 60 Minutes.”

Educational tracks addressed using assessment and budgeting tools and techniques, managing and presenting data, exploring innovations in maintenance and operations, implementing sustainable processes, commissioning, and developing employees. Across tracks, presenters emphasized benefits of using technology and sharing information to obtain efficiencies, promote buy-in, and sustain material and human resources in the rapidly changing world of higher education.

Attendees balanced work and fun at the conference. They chose from a golf tournament at the Moody Gardens Golf Course or a tour of local historical sites, including the Ocean Star drilling rig and the Tall Ship Elissa. A group toured the Galveston National Laboratory building systems. Spouses and guests visited historical Galveston mansions, sculptures made by local artisans from trees downed by Hurricane Ike, and the Strand Cultural District for sightseeing and shopping.

CAPPA 2013 concluded with a reception and an awards banquet that featured magician Curt Miller. Recipients of APPA awards presented in July were recognized:

## THE 2013-2014 CAPPA OFFICERS

President—**David Handwork**, Arkansas State University  
 1<sup>st</sup> Vice President—**Glen Haubold**, New Mexico State University  
 Treasurer—**Belinda Dovalina**, University of Texas at San Antonio  
 Secretary—**Jeanne Hanson**, Black Hills State University  
 APPA Liaison—**Christina Hills**

To view CAPPA’s website and find a complete listing of the board of directors, please go to <http://www.cappaedu.org>.



# RMA Rocky Mountain Region

**Brian Johnson**  
Assistant Vice President, Facilities  
University of Idaho

The host team at the University of Colorado – Boulder exhibited tremendous can-do spirit in organizing and hosting the RMA event in Colorado Springs, despite the recent severe flooding at their home campus. Portions of the Front Range in Colorado experienced record breaking rainfall, with a normal year's worth falling over the course of a few days. The Boulder campus was closed for two days as buildings and services were restored. The Boulder Facilities team showed exceptional dedication and determination in quickly restoring normal campus operations.

This same team only days later hosted the "Going for the Gold" event 100 miles south in Colorado Springs. The 23-25 September event was a great success, with over 300 people in attendance at the Antlers Hilton Hotel, situated in a beautiful and vibrant downtown setting, at the base of Pike's Peak.

The season's first snowfall blanketed the peak the night before the conference. Those venturing up the mountain on the quaint cog railway were treated to magnificent views and the first scenes of winter, but were precluded from reaching the mountain top due to snow drifts blocking the tracks. Other recreational outings included fly fishing on the South



John Morris, up close and almost personal with one of the residents at Cheyenne Mountain Zoo



Andy Masters engages the crowd during the keynote address

Platte River, and the golf scramble at the scenic Pine Creek Golf Course.

Andy Masters delivered the opening keynote address, with his message of delegation and employee empowerment. Chuck Farnsworth moved all those in attendance, sharing memories and lessons from his friend and mentor, Stephen Covey.

A total of 57 business partners were represented and/or supported the conference. Special thanks go to Ameresco, Chevron, Spirotherm, and Spectrum Engineers for their especially generous support. Martin/Martin also provided an inaugural donation toward an APPA U Scholarship fund.

The hillside setting of the Cheyenne Mountain Zoo provided a unique venue for an Oktoberfest themed dinner, where we enjoyed cocktails and appetizers with some friendly giraffes. An oompah band and Bavarian dancers entertained everyone as we dined on traditional



German fare, and while taking in the breathtaking views as the lights of Colorado Springs twinkled below.

During the final evening's award banquet, awardees recognized included the University of Arizona (Facilities Excellence Award), University of Colorado – Boulder (Sustainability Award), Dave Button (Meritorious Award), Cloriza Lomeli (Unsung Heroes Award), and Lindsay Wagner (Pacesetter Award).

Next year's RMA conference, "Blaze Your Trail," will be hosted by the University of New Mexico in stunning Santa Fe on 22-24 September, 2014.

## THE 2013-2014 RMA OFFICERS:

President—**Brian Johnson**, University of Idaho

President Elect—**Emmet Boyle**, University of Regina

APPA Senior Representative—

**Viron Lynch**, Weber State University  
APPA Junior Representative—**Chris**

**Kopach**, University of Arizona

Secretary—**Chris Eagan**, University of Lethbridge

Treasurer—**Steve Hoskins**, University of Utah

APPA Liaison—**Lander Medlin**

To view RMA's website and find a complete listing of the board of directors, please go to <http://www.rma.appa.org/>.



# PCAPPA Pacific Coast Region

**David Woodson**  
**PCAPPA President**  
**University of British Columbia**

This year's 2013 PCAPPA Annual Regional Meeting was held in sunny San Diego, California. It was great to be back on the west coast in such a fantastic venue, and San Diego did not disappoint. The host committee from the San Diego Community College District was accommodating and made everyone feel welcome.

At our awards banquet we acknowledged the institutions and individuals from our region who were recognized at the APPA conference earlier in Minneapolis. These included Effective and Innovative Practices winners, *Seattle University* (Professionals Without Borders (PWOB)), *Stanford University* (Stanford Energy System Innovations (SESI)), and *University of California/Irvine* (UC Irvine Field Laboratory For Energy Studies). This year's Pacesetter Award winners from the PCAPPA region included outgoing President Bob Andrews, and former President Tony Guerrero. Tony has been instrumental in establishing PCAPPA's first chapter in the state of Washington "WAPPA."

Look for ongoing excellence coming out of the highly engaged WAPPA chapter. Staying within the state, this year's Unsung Hero award went to Dan Park from Whitman College.

PCAPPA recognized its own Meritorious Service award winners in San Diego. They included Chong-Hie Choi, Melinda Nelson, Richard Storlie, and Ric Williams. We appreciate all of the long-standing dedication and commitment demonstrated by these former board members in supporting our region's efforts.

In addition to the Meritorious Service Awards, PCAPPA also presented certificates of appreciation to our dedicated business partner ESC Automation for their tremendous support of PCAPPA.

We also recognized Tony Ichsan's dedication while serving as PCAPPA's Representative from 2011-2013. Brian Worley was recognized for his dedication and commitment as PCAPPA's Secretary/Treasurer from 2005-2013.

Certificates of appreciation also went out to the San Diego conference team including Donn Betz, Cindy Welch, Charlie Williams, David Umstot, Aimee Autolino, Terry Carrow, and Melinda Nelson for their extraordinary efforts in



successfully coordinating the 2013 annual meeting.

San Joaquin Chemicals, Inc. presented PCAPPA with a contribution to our growing scholarship fund. Then the gavel was passed from Outgoing President Bob Andrews to me. The passing of the gavel was followed by a swearing-in ceremony of the incoming PCAPPA Board Members by APPA's Immediate Past President, Mary Vosevich.

The Conference came to a close with a video presentation promoting the 2014 PCAPPA Annual Conference in Vancouver, British Columbia October 4th-8th, 2014 (go to: <http://www.pcappaconference.org/> for more information).

## THE 2013-2014 PCAPPA OFFICERS

President—**David Woodson**,  
 University of British Columbia  
 President-Elect—**Chuck Davis**, Seattle  
 Central Community College  
 APPA Senior Representative—**Anthony Guerrero**, UW Bothell and Cascadia  
 Community College  
 APPA Junior Representative—  
**Robert Andrews**, CSU East Bay  
 Secretary & Treasurer—**Tony Guerrero**,  
 UW Bothell and Cascadia Community  
 College  
 APPA Liaison—**Lander Medlin**



David Woodson

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# Staying Relevant

for the  
**Next Generation**  
of Students



It is a crossroads that many facilities managers would rather not face—the traditional campus versus a virtual one. Fast-changing demographics and student preferences crowd some classrooms, while others are empty. New academic programs place unique demands on the nature of learning spaces. Popular undergraduate courses that account for the majority of undergraduate enrollment are now available online—putting at risk the tuition and fees that subsidize smaller, upper-division courses. If courses move to cyberspace as massive open online courses (MOOCs) or adaptive learning “texts,” the economic structure that makes many institutions viable may start to break down.

“Under these accelerating conditions of change, traditional ideas about the nature of planning and the sequential nature of design and build, or the relationship of form and function, are up for grabs,” says Richard Katz, president of Richard N. Katz and Associates in Boulder, Colorado, a consulting firm that helps colleges and universities with change management, information technology, and institutional effectiveness.

According to Katz, higher education facilities managers face three key challenges:

- Disruption of the traditional, campus-based undergraduate experience
- Virtualization of higher education
- Improving student success

It’s simply not enough to be aware of these challenges—colleges and universities must react quickly and proactively to changing student demographics and preferences, or be left behind. Altering the traditional landscape can be unsettling—the campus has been the center of higher education for hundreds of years. Changing something that is so historic creates uncertainty, worry, and even fear.

What is the right direction? What is the correct strategy? A lot is on the line. What can facilities managers do to foster an environment that will contribute to positive student outcomes? After all, facilities are just one component of higher education that can lead to a more rewarding student experience. How can they be used to create a compelling vision—especially as information technology (IT) enables student mobility and potentially diverts attention away from the physical campus?

#### **DEALING WITH DISRUPTION**

Disruptions are typically external events or circumstances (sometimes the result of deliberate competitive actions) that un-

dermine and imperil the prevailing business model of an organization or industry. “Disruptions create stress and uncertainty that can erode the value proposition that defines the organization and its service or product, the cost structure and profit/sustainability potential of that service and its value chain, and the strategies used to secure a competitive position,” states Katz.

For higher education, the big disruptor is technology—online courses and online communication with faculty, which reduce the need for some students to be on campus. To stay competitive, higher education must adjust its business model to embrace the impact of IT.

“Disruption often occurs in organizations and industries where the business model involves selling bundles of service,” says Katz. “A university is a bundle of courses, social offerings, housing accommodations, etc. The Internet has created the capacity to deliver portions of these bundles and spread the costs of delivery over thousands or millions of consumers. This ability to unbundle greatly empowers the user to choose courses or professors. This expanded choice gives students (consumers) more convenience, more control over what they buy, and lowers cost by challenging the ‘monopoly’ of the bundled offering.”

#### **VIRTUALIZATION—IS IT REALLY A THREAT?**

As a single feature or component, virtualization isn’t all-powerful. However, when combined with the declining affordability of higher education, and changing student and employer preferences, virtualization packs a lot more punch.

An educational institution’s mission offers four primary items of value: learning, connections (a social network), a life experience, and credentials that lead to a rewarding career and upward mobility. How does e-learning impact these four categories?



"It's already pretty clear that e-learning can hold its own against on-ground learning," says Katz. "Credentialing is not as high priority as it used to be. Both students and employers want marketable competencies, but are increasingly skeptical of the college degree's capacity to authenticate those competencies. New modes of authentication or certification are reducing the university's traditional hold on credentialing. In the long term, this may leave the interrelated social networking benefits and life experience as the more durable sources of advantage for educational institutions. For students who return to complete their degrees, and for other non-traditional students, these advantages may not be influential."

Therefore the question becomes: How can educational leaders and facilities managers position their institutions to better compete at the social network and student experience levels, including improved student success? "Campuses with little physical charm, challenged geographies, nightmare commutes, and 'fly-by' student bodies will not fare well as online educators figure out imaginative new ways to create community and connection online," warns Katz.

#### SUPPORTING STUDENT SUCCESS

Delivering what students need for success becomes more challenging for traditional institutions because fewer students and prospective students fit the traditional mold.

"It is unsettling to facilities managers that an increasing number of next-generation students aren't coming to school for the campuses and football games," says Katz. "Online growth is 15 to 16 percent a year. Growth in on-ground students is only about 2 percent a year. The Pew Research Center indicates about 45 percent of today's high-school and junior-high-school students have already taken at least one online course. Many students are now making their choices according to what is available online. Because it is harder today to meet all the costs of being a full-time, on-campus student, many of today's and tomorrow's students are part-time students. They face much greater challenges in their degree pursuits and likely need a different set of institutional supports and interventions."

This is a hard concept for many facilities managers to grasp—mostly because they are influenced by senior faculty who are part of an older generation that still sees the student experience in the traditional way. "We cannot assume that because we 'went' to college and maybe 'sent' our kids to college, that today's or tomorrow's learners think the same way," says Katz. "In fact, most postsecondary education learners are non-traditional. They are often adults, often people of color, who are trying to knit together degrees from courses taken over many years. Most of today's students are employed as well. So, for us to imagine that they are mostly 17 to 22, willing to fight traffic to come to campus, and able to devote all their time to an academic course of study—that's hard to sustain."

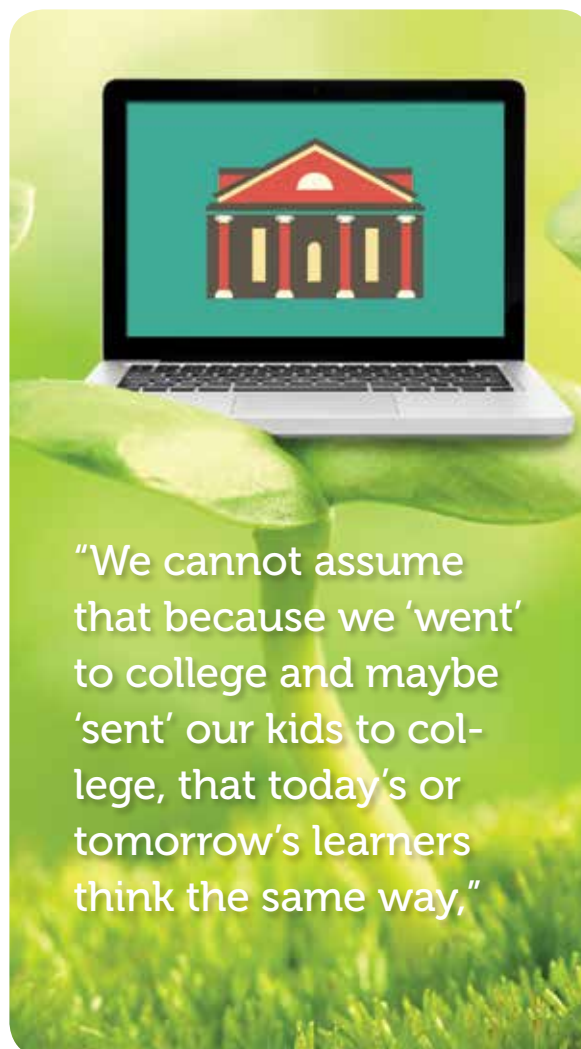
Increasing competition will continue to come from the private sector. As convenient and widely accepted Internet options take hold, more start-ups and entrepreneurs will find ways to help students learn and accumulate credentials in cyberspace.

#### REPOSITIONING FOR SUCCESS

Ever since they became synonymous with higher education, universities have maintained that "what's good for universities is good for learners." The more they invest in the traditional

factors of production—land (campus grounds), labor (faculty and staff), and capital (facilities)—the better they are at providing for their students. This is still true and leads many colleges and universities to think they are destined for perpetual existence. This can be a dangerous assumption, especially since many are not fully aware of how forcefully the Internet can disrupt their traditional landscapes. To sense this vulnerability, all they have to do is observe how technology is creating huge change across a wide range of industries.

For example, newspapers and publishers are shutting down because more people read for free online. Young people are more likely to watch movies on their computers instead of spending \$25 "at the movies." Small businesses bypass gigantic credit card companies by using an app from Square on their smartphones to handle credit transactions. Similarly, adaptive learning and Internet offerings such as MOOCs or small, private, online classes (SPOCs) are making it possible for learners to bypass traditional institutions.



“With new funding approaches like the “free-mium” model, which generates revenues through advertising, certificate fees, and ancillary services like counseling, tutoring, and transcribing, more providers can offer compelling learning content at little or no charge, in part because they are not obliged to maintain beautiful and costly campuses,” says Katz.

The campus environment has always been viewed as a “hallowed place” in the history of higher education. Many of us still ask, “Where did you go to college?” because we still view college or university as a physical place of high value, with impressive buildings that represent more than just classrooms.

“The idea of going to college just sounds so right, so final,” Katz continues. “Except that, for an increasing number of us, we don’t actually go to that physical space. Instead we go to our desktops, tablets, or smartphones to learn. The virtualization of learning is radically disruptive. It means that we can learn anywhere and anytime. It also means that we can no longer count on distinguishing ourselves through our built environments.”

For facilities professionals and other campus administrators, this can be unsettling.

A recent study by the American Council on Education indicates that one-third of today’s college and university presidents perceive the U.S. system of higher education as going in the wrong direction. Many of these leaders are analyzing data and working with their faculty and staff to forge new directions. In addition, 65 percent of the presidents indicated that higher education needs to undergo some form of disruption during the next decade to stay competitive. Professors of business and education felt even more strongly about the need for disruption.

Three moves that educational leaders and facilities managers can make are:

- Double-down their bets on the campus-built environment
- Move their bets to the virtual environment
- Blend these two strategies to create a hybrid environment

“Those with stark, circa-1970s, poorly located, commuter campuses might be better off getting really good at online delivery and open learning centers closer to their busy and likely non-traditional students,” Katz points out. “Institutions with bucolic campuses in great locations need to keep investing in the physical plant while focusing on asset utilization to keep costs competitive. Others with great campuses, strong brands, and hard-to-reach locations will suffer from the competition from more convenient online providers unless they leverage their campuses and brands into cyberspace. Such institutions would be well served by positioning themselves as hybrid educators.”

Katz advises to confront these challenges head-on. Do not lobby for more improvement to the campus-built environment

## Meet Richard Katz at the APPA 2014 Centennial Conference



Richard Katz was vice president of EDUCAUSE for many years and is now president of Richard N. Katz and Associates in Boulder, Colorado, a consulting firm that helps colleges and universities with change management, information technology, and institutional effectiveness. His presentation at the 2014 Centennial Conference (July 21-23 in San Diego) will focus on how higher education is still centered on people and place, but now extends into digital space. “E-learning is not a negation, it is an extension,” he says.

Katz will also discuss how IT and e-learning are critical for attracting millennial learners. “Millennials have a different attitude toward authority,” says Katz. “They see themselves as consumers and expect to be served. They too want people and place, but they are also products of the Internet age and want to learn in their own way. Mobility is the air they breathe and everything is ‘social.’”

This, of course, is a looming challenge to the traditional operation of a campus. Katz will explore the tensions that exist as facilities managers and other campus leaders try to stay competitive by expanding student access to people, place, and space in creative and meaningful ways.

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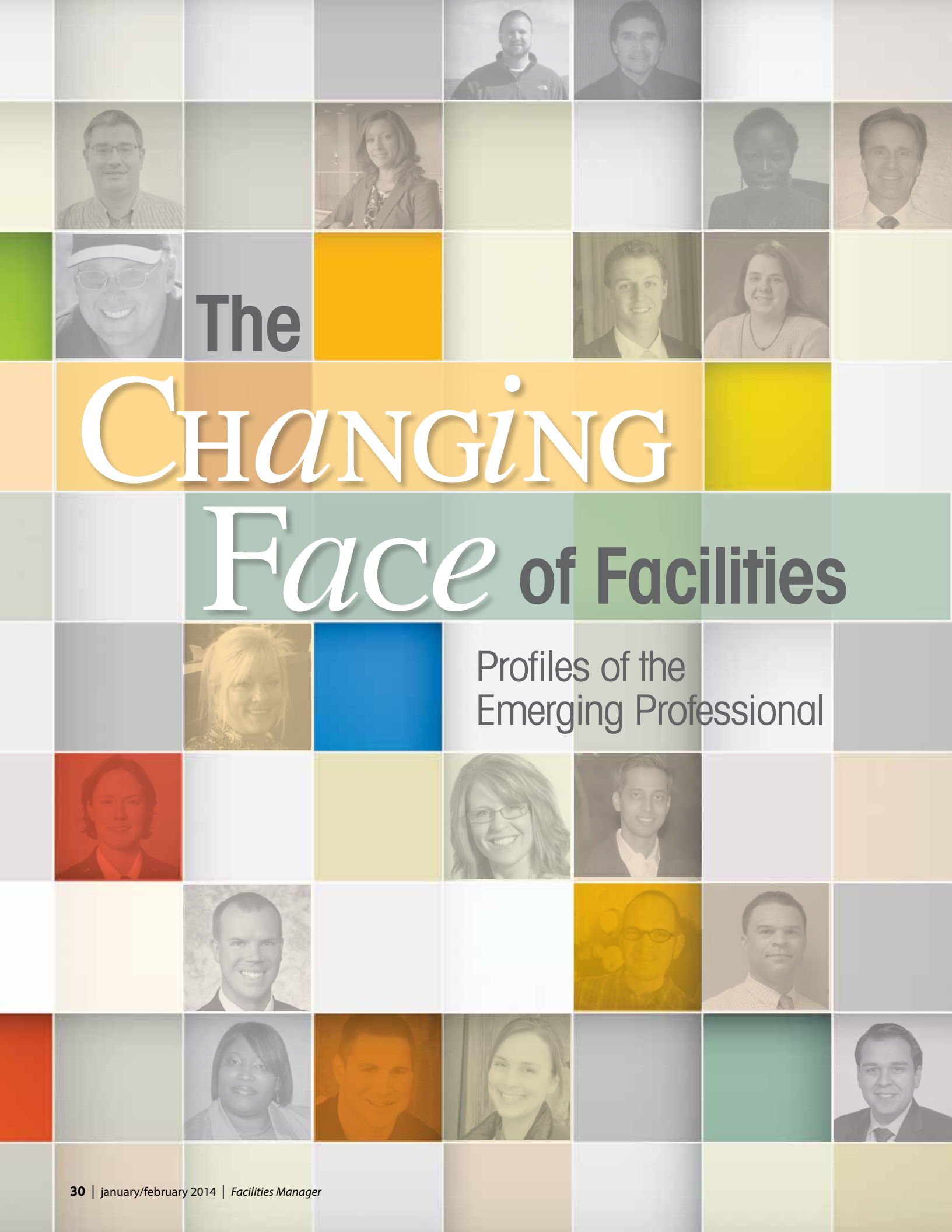
simply because maintaining and improving that environment is your passion. If the campus is fantastic and truly a strategic recruiting asset, fight harder for funding to assure this asset does not become tarnished. Use information about the changing landscape to sharpen your claims for resources. If the campus is not a magnet, it is probably a drain on strategic resources—in this case, reposition to make the campus a magnet or develop a strategy of facilities cost minimization.

Most of all, Katz recommends that facilities professionals become “best friends” with their institution’s IT leaders, who are also trying to explain why they need more money to feed infrastructures that are not differentiating the institution. Even though the facilities community and the IT community share responsibility for maintaining and improving place and space, they rarely talk with each another, especially at a strategic level.

“The absence of dialog contributes to a ‘bricks or clicks’ or a ‘bricks *versus* clicks’ relationship that obscures the potential for a thoughtful union of place and space,” Katz concludes. “Instead, facilities leaders and IT leaders should begin frank discussions about developing a competitive strategy that supports each other, or find the best way to jointly beat a dignified retreat into the less glamorous world of expense control.” ☞

Mark Crawford is a freelance writer in Madison, WI who specializes in business writing. He is also the author of five books. Contact him at [mark.crawford@charter.net](mailto:mark.crawford@charter.net). This is his first article for *Facilities Manager*.





# The CHANGING Face of Facilities

Profiles of the  
Emerging Professional

**In** 2011 APPA conducted a quick online survey attempting to determine the prevalence and preferences of a population group we have come to describe as Emerging Professionals, or EPS.

We intentionally did not call the group “young professionals,” because we knew that many come to educational facilities from any number of other professions and backgrounds—sometimes through a series of accidental employment connections or with little or no predetermination or plan. They may have come from a military career, transitioned from the corporate world, or worked on campus in another capacity before joining the facilities organization. A few started as student workers in facilities and remained.

Instead, we loosely define an Emerging Professional as someone, regardless of age, who has been working in campus facilities for a relatively short period of time, or whose role and responsibilities have changed in a way that puts the EP on more of a professional or leadership track.

The profiles that follow highlight just a few of the men and women whose education, work experience, and sometimes happenstance led them to their current positions. You’ll meet engineers, budget and finance specialists, work control or project managers, custodial or maintenance supervisors, and energy and sustainability officers, among others. Some are experienced in their careers, other fairly young and in the early stages of work.

A common thread that you will find here is the enthusiasm and dedication of each Emerging Professional toward his or her organization and institution. We look forward to seeing what these EPs will continue to contribute to the educational facilities profession.



**STACEY BAUMGARN**  
*Campus Energy Coordinator*  
Colorado State University  
Fort Collins, Colorado

**Describe your work:** Develop and implement energy, water, and resource conservation outreach and engagement programs for faculty and staff. The focus is on conservation—working with building occupants to promote what they can do to practice and support energy and resource conservation at the university.

**How long have you been in educational facilities?** 2 years (plus 3 years in another facilities management enterprise).

**What brought you to educational facilities?** A love for the university, and having the opportunity to utilize my particular skill set to contribute toward minimizing the environmental impacts of Colorado State University. I am proud to be a part of this institution and to be a part of our ongoing commitment to sustainability initiatives.

**Brag about something:** In the first year of a building energy challenge, every building I worked with showed a reduction in electricity consumption. Taking the past three-year average monthly electricity use, each building competed against itself to use less electricity than its average month over month. All savings came from actions taken by the faculty and staff of the building, no upgrades to equipment or the facilities—just new habits in behavior resulting in using less electricity. Scaling up is the next challenge, but building our culture of conservation is underway.

**Favorite technology/program/app:** Talking to people. Not very tech savvy but effective, and I love it! It is amazing what I learn from the people who work on our campus. Sure, I send e-mails, surveys, and write educational items to be posted online ... but, I always learn the most and accomplish the most when I

have a one-on-one conversation. It’s all about the people.

**What others should know about you:** My sustainability guilty pleasure is travel—there is so much to see and experience in our amazing world. I also believe deeply in participating and contributing to the communities I am a part of. As one form of engagement and as a thank you to our friends and community, my wife and I host an annual Waffle Feed—inviting all of the people who make up the pieces and parts of the communities we live and work in. This last year was the 13th Waffle Feed and 186 people joined us for breakfast—big fun, and lots of waffles!



**JIM BOGAN**  
*Fleet Program Officer*  
University of Wisconsin Madison  
Madison, Wisconsin

**Describe your work:** A significant part of my work is pretty obvious from my job title. I buy, sell, and manage a diverse group of vehicle assets. To do that effectively, I manage a large amount of transaction-based information—meter reports, fuel purchases, repair purchase/events, depreciation, and so on. I’m interested in databases and applications, and being good at that has earned me a management role in tracking preventive maintenance, billing chargeback, and financial records. I also manage the expectations of researchers and faculty against the reality of state government control over fleet asset purchases, and to say that there is a disconnect at times is an understatement. But I can persuade people that they can be happy within the system we have, and that is quite satisfying.

**How long in educational facilities?** I’ve been with UW-Madison for ten years but the Facilities Management part of



what I do has grown over that time to far surpass the refuse truck and trades van aspect. In the past five years I've been attending APPA U, participating in the Midwest Region (MAPPA) Board, getting certified, and growing into many diverse aspects of facilities.

**What brought you to educational facilities?** Mainly, my database geek skills, because it was a software issue facing UW-Madison that brought my expertise into contact with the person who hired and mentored me.

**Brag about something:** I have become a go-to person for managers to talk to about process and social interactions. I often find myself talking over tricky person-related situations with my peers, sounding out ways to approach problems and thinking through possible outcomes. I think it's a natural progression from my early career in auto sales. I have a good ability to think ahead in people's emotional reactions to change or proposals and I enjoy working on that skill.

**Favorite technology/program/app:** Remote desktop. I can access my work computer from anywhere, preserving all my favorite shortcuts and process efficiencies anywhere, any time.

**What others should know about you:** I don't play basketball (I'm 6'8" tall; people ask me), but I'm proud that my dad was a member of Alabama's Rocket 8 team back in the 1950s. Roll Tide! Their accomplishments on the hardwood are still celebrated today. The basketball gene skipped a generation; my seventh-grade son is having some nice success with it so far.



**JESSICA BRADLEY**  
**Recycling and Solid Waste Supervisor**  
University of Colorado Boulder  
Boulder, Colorado

**Describe your work:** Run/supervise day-to-day operations for trash and recycling collections, including operation of recycling sorting facility. CU-Boulder Facilities runs four trash/recycling trucks, and three box trucks, with 11 full-time staff dedicated to the various trash/recycling collections. During the 2012-2013 fiscal year, we recycled 2,458 tons of material and landfilled 3,164 tons, which amounts to a 43.7 percent diversion rate for the campus. Go Team!!

**How long in educational facilities?** 12 years.

**What brought you to educational facilities?** I worked for Facilities while I was a student at CU, and never left. It was a great fit from the get-go, as I can utilize my Environmental Studies degree, plus I like working with people and handling logistics.

**Brag about something:** We just wrapped up our sixth season of Ralphies Green Stampede (aka Zero-Waste at Folsom Field for all home football games). It takes a lot of manpower and planning to pull it off...even six years later. We put in long hours before game day, and then 10+ hour shifts on game day, not to mention post-game collection and sorting. I'm very

proud to be a part of this endeavor! CU was the first institution to go Zero-Waste at football games and other athletic events. Now there are more than 88 schools participating in the Game Day Challenge. That's what I like to see because it's not enough if only a handful of institutions "Go Green." We all need to in order to make a noticeable difference.

**Favorite technology/program/app:** At first I was hesitant about smartphones for work, but now I can't live without it. I can check e-mails, review documents, and see my calendar wherever I'm at on campus. It saves a lot of time in the long run. I may take the phone home based on the nature of my work, but I try not to peek at the e-mails!

**What others should know about you:** Outside of work, I'm up in the mountains fishing, camping, and hiking. Colorado has so many places to explore...another reason why I never left the state!



**JEJUANA BROWN**  
**Special Projects Coordinator & Assistant**  
**to the AVP, Facilities & Safety**  
Cleveland State University  
Cleveland, Ohio

**Describe your work:** I develop and manage special projects designed to strengthen and sustain the Department of Facilities and Safety initiatives. My current projects are the FAST MVP (employee recognition program), MBE Supplier Diversity Initiative, and the FAST Academy. I also serve as the HR liaison for the department. In my role as assistant to the assistant vice president of facilities and safety, I manage a variety of administrative, fiscal, planning, and staff support activities. In addition, I serve on a variety of campus-wide committees representing the AVP.

**How long in educational facilities?** 6 years.

**What brought you to educational facilities?** I moved from another department on campus due to a layoff.

**Brag about something:** Being able to recognize and appreciate the awesome, dedicated, and creative professionals in our department is a special gift. In August 2013, my team and I launched our inaugural employee appreciation program entitled the Facilities & Safety Team Most Valuable Professional or FAST MVP. This summer recognition ceremony is an opportunity for peers to recognize their peers in five categories: Going Above and Beyond, Customer Service, Team Player, Professionalism, and Thinking Outside the Box: Innovation & Creativity. We are currently preparing to launch the second phase, which will incorporate more frequent formal and informal employee recognition opportunities for our team. I believe in honoring people for the great work they do now so they can use it as fuel (motivation and encouragement) later!

**Favorite technology/program/app:** It's tied between my Samsung Galaxy Tab 2 and my iPhone 5s because Microsoft Outlook does not have a good working app for Android. The

calendar function is the best for someone that schedules a lot of meetings and has to keep track of meeting notes and details.

**What others should know about you:** I love good live gospel music and big band jazz. My favorite artists are Dizzy Gillespie and Rachel Ferrell on the jazz side. The gospel artists are too numerous to name!



**JULIE BUBB**

**Facilities Support Manager/Senior Planner**

James Madison University  
Harrisonburg, Virginia

**Describe your work:** I manage work control, major moves, and planning/scheduling, including all special events (graduations, homecoming, Family Weekend, etc.).

**How long in educational facilities?** 8+ years.

**What brought you to educational facilities?** I was a planner/scheduler and a job opportunity became available; now my job has expanded above and beyond.

**Brag about something:** I have had events set up for Presidents Obama, Carter, and Clinton, many Virginia governors, actors, and Desmond Tutu, to name a few. I have been a Certified Manager for several years, and APPA has increased my knowledge.

**Favorite technology/program/app:** On Demand, so I never miss a favorite show.

**What others should know about you:** Just took up hunting, love my dog Maggie, my mom and sister, traveling, and the outdoors.



**KUNAL CHITRE**

**Senior Engineer**

Digital Energy, Inc.  
Thousand Oaks, California

**Describe your work:** From early assignments in energy and sustainability, my responsibilities have progressively evolved into managing new building technology projects and ideas. Currently, I design software solutions for smart meter data management.

**How long in educational facilities?** I have been closely working with educational facilities since 2003.

**What brought you to educational facilities?** A cross-functional skillset in energy, higher education, facilities management, and technology domains ultimately leading to projects and interests in educational facilities.

**Brag about something:** In May 2013, I was invited by my alma mater, California State University Northridge – College of Engineering, to address the graduating class of 2013 as their commencement speaker.

**Favorite technology/program/app:** Technology: Smart Metering; App: WattCafe®, because I worked on it with my amazing team.

**What others should know about you:** I am passionate about sustainability, enjoy photography, and I occasionally play golf. I also enjoy networking with motivated people who constantly strive to enrich their lives with the wealth of knowledge. Connect with me at [www.linkedin.com/in/kunalchitre](http://www.linkedin.com/in/kunalchitre).



**AMY CARNAHAN**

**Supervisor's Toolkit Facilitator**

Michigan State University (Alumni Association)  
East Lansing, Michigan

**Describe your work:** I am a certified facilitator for APPA's Supervisor's Toolkit.

**How long in educational facilities?** I started in facilities at Michigan State University about five years ago and joined APPA right after. Currently I work for MSU's Alumni Association part-time.

**What brought you to educational facilities?** I had the opportunity to do training and development for what was then Campus Living Services at MSU. With my background being education, and my interest in learning how buildings work, this position was a great fit.

**Brag about something:** A conversation between Chuck Scott and me on a water taxi in Boston after the APPA 2010 conference is what started the Emerging Professionals effort within APPA.

**Favorite technology/program/app:** Instagram! It is the easiest way to share pictures of my kids to all our family and friends.

**What others should know about you:** I enjoy being a (mostly) stay at home mom to nine-month-old twins. I am involved in both the MSU Women's D2 Ice Hockey Team and the local youth/adult hockey organizations, helping coach and teach the game to others.



**BETH CLARK**

**Budget Analyst III, Office of Physical Plant,  
Administrative & Financial Services Division**

Penn State University  
University Park, Pennsylvania

**Describe your work:** My Penn State work is broken down into three distinct areas—budget analysis and planning, data analysis and management, and accounting and financial support. Then there's my "other" work—as ERAPPA's Vice President for Annual Meetings where I serve as the liaison between individual years' host committees and the ERAPPA Board. I currently have five active host committees out to 2018!

**How long in educational facilities?** 9.5 years and, believe it or not, I still feel like a newbie!

**What brought you to educational facilities?** This job at Penn State. I came from the investment finance world. I thought I



was simply going to “do finance” in a different field. I had no idea how working in facilities would change me! I am “doing finance” and so much more and I love every minute of it!

**Brag about something:** ERAPPA President Dan Gearan honored me with his President’s Award at the ERAPPA 2013 Annual Meeting. That he recognized my efforts in such a way was (and still is!) tremendously humbling. It made me cry that evening, and if I think about it too long, I still get teary-eyed.

**Favorite technology/program/app:** MyFitnessPal app and my FitBit Flex. They are the one-two punch that helps me continue down my path to a healthier lifestyle.

**What others should know about you:** My husband and I enjoy motorcycle sport-touring and frequently vacation on two wheels. I chronicle all of our adventures (with photographs I take from the backseat!) on my blog: [pineappleponderings.blogspot.com](http://pineappleponderings.blogspot.com).



**ALVARO DE SOUSA**  
**Director, Business Operations**  
California State University East Bay  
Hayward, California

**Describe your work:** I provide budgetary support to Facilities Development & Operations (FDO), which includes working with staff to determine content and format, and developing financial report templates for monthly review for both ongoing operational and project budgets. I also coordinate with the university’s procurement, budget, and human resources departments. This is to help streamline current business practices with purchasing, financial, and recruitment processes. Along with these processes, I am tasked to streamline the business practices of FDO. I also provide CMMS coordination and technical support to Facilities Management.

**How long in educational facilities?** 11.5 years.

**What brought you to educational facilities?** Educational facilities was not my first choice. I was looking into a law enforcement career path when I joined CSUEB. I thought this was a nice “foot in the door” into University Police. I started as a custodian and moved my way up. I learned a lot about facilities operations and decided that the facilities world would be a great career choice.

**Brag about something:** I coordinated Facilities Management’s upgrade of its CMMS, ensuring data clean-up, streamlining formats, and establishing workflow standard operating procedures.

**Favorite technology/program/app:** My favorite technology is tablets. Tablets are a way for institutions/organizations to be efficient and sustainable. For example, with the help of tablets, conducting custodial inspections would be clean and time- and cost-saving.

**What others should know about you:** I enjoy golfing and watching football (49ers!). I also enjoy playing the trumpet for my local Portuguese marching/concert band.



**JENNY DEHART**  
**Staff Engineer I/Sustainability Coordinator**  
Virginia Military Institute  
Lexington, Virginia

**Describe your work:** Within our physical plant department, I am responsible for environmental management and the implementation of sustainable facilities and operations. I ensure our institution complies with regulations and work with people both inside and outside our department to reduce pollution and waste. I recruit, hire, and manage student employees. I advise on capital and non-capital projects, as well as contract terms and conditions, to ensure that our institution obtains environmentally responsible products, materials, and services. I also represent my institution on committees within the community.

**How long in educational facilities?** 6 years in higher education facilities.

**What brought you to educational facilities?** I taught in K-12 for five years and realized I needed to be in a profession that could provide healthy, low-environmental-impact buildings for learners of all ages. The higher education realm allows me to do that in a way that can also demonstrate responsible practices to the occupants. I deeply believe that institutions should strive to be living laboratories by implementing designs and operations that respect both the environmentally and the human experience.

**Brag about something:** I spearheaded the financing, vendor selection, installation, and optimization of a new submetering system for electricity, steam, and natural gas across campus. Our energy management team now has powerful tools to track, analyze, and act upon trends in our energy consumption at the building level.

**Favorite technology/program/app:** Personal conversation with a genuine smile. This technology is free, renewable, and perhaps the most powerful tool to achieve understanding, alignment, and participation.

**What others should know about you:** I enjoy raising four pet goats with my husband, and together we travel the country and world for aquathlon competitions.



**CHUCK DOUGHERTY**  
**Chief Engineer**  
Smith College  
Northampton, Massachusetts

**Describe your work:** Chief engineer of the campus cogeneration facility.

**How long in educational facilities?** 4 years.

**What brought you to educational facilities?** I thought managing the Smith College cogeneration plant and entering the world of facilities management would be a challenging endeavor.

**Brag about something:** There have been a lot of positive

changes made to the power plant over the last four years, but by far the most noticeable change is the cleanliness of the plant itself. In the first two years of my employment at Smith we dramatically cleaned up the power plant to the point where the staff is proud to have visitors tour the facility.

**Favorite technology/program/app:** I like to use the Dropbox app because it allows me to keep all my important files in one secure place where I can access them regardless of which electronic device I'm using. By using the Dropbox I no longer have to e-mail myself documents or carry around multiple memory sticks.

**What others should know about you:** I enjoy spending time outdoors in nature. Whether it's hiking up a nearby mountain or just taking a leisurely walk in the woods behind my house, I embrace the chance to get away from the hustle and bustle of my everyday life for a while and enjoy all that nature has to offer.



**JENNA ELMER**  
**Assistant Director, Facilities Management**  
**Human Resources**  
University of Arizona  
Tucson, Arizona

**Describe your work:** I direct, manage, and administer the Human Resources functions and serve as a member of FM's senior leadership team. My duties include driving/supporting initiatives that address critical issues in FM workforce planning, talent management, training, and customer service. I evaluate and advise on the impact of long-range planning of new programs and strategies as those items impact the attraction, motivation, development, and retention of the department's people resources.

**How long have you been in educational facilities?** As an HR professional, I have worked in a supporting role to facilities staff on and off for several years. Recently, however, I was given the opportunity to join the UofA Facilities Management team as a member of their senior staff in order to best align the functions of HR with the overall strategic vision of FM.

**What brought you to educational facilities?** My HR career has ranged from large, institutional HR within higher education to small and mid-sized entrepreneurial HR leadership for developing companies. A lot of factors tipped the scale and brought me into FM: an all-star leadership team striving to create a model FM culture; a diversity of talents, expertise, and pride-in-work; and the fact that the university is a premier employer in Tucson.

**Brag about something:** I was fortunate to be a part of the team of hard-working people who created our FM Apprenticeship Program. We were able to register the program with the Department of Labor and are looking forward to this program addressing our succession planning issues that we face due to upcoming retirements within these shops. Being a part of creating new futures for the apprentices, great mentoring opportunities for our incumbent staff, and a program that will have huge impacts on the future of facilities management is definitely something worth bragging about.

**Favorite technology/program/app:** My 12-year-old daughter introduced me to Prezi, an online presentation software that is a great alternative to the PowerPoint presentation. I can log in to my presentation from anywhere on campus without having to pre-plan what presentation materials I need to bring, and it adds variety to the standard HR slide show.

**What others should know about you:** I volunteer with a local children's theatre group as their Costume Team Lead. Both of my kids are members of the theatre, and it is fun to help organize other volunteer parents and grandparents and make the production come to life. This is a great organization that uses musical theatre to teach kids about life, confidence, and community.



**THOMAS GORDON**  
**Student**  
Brigham Young University  
Provo, Utah

**Describe your work:** That depends on where I get a job. Graduation date: April 2014.

**How long in educational facilities?** Student for 6 years; Facility Management major for the last 2.5.

**What brought you to educational facilities?** I found my major a bit by accident. One semester I needed a filler class to get my credits up to full-time. I saw the Intro to Facility and Property Management class, and figured, "What the heck, I could try that." I liked it so much, I stuck around.

**Brag about something:** Recently developed a spreadsheet at work that will help agents track and maximize their personal performance.

**Favorite technology/program/app:** Microsoft Excel. It is an extremely versatile and powerful program.

**What others should know about you:** I love target shooting and hope to start hunting one day. After I graduate, I plan to be a shooting instructor as a hobby on the weekends.



**GERALD GRIMES****Manager, Building Services/Planning**

Middle Tennessee State University  
Murfreesboro, Tennessee

**Describe your work:** My work is dynamic and challenging, as it is for most in Facilities. I see myself as a champion for the staff that I represent, as well as a vision carrier for the future. My decisions and the decisions of my staff will shape the image of our institution for years to come.

**How long in educational facilities?** Almost 15 years.

**What brought you to educational facilities?** I came to educational facilities as a technician. Before coming to MTSU, my work required that I travel. I wanted to be able to spend more time with my family.

**Brag about something:** One special accomplishment is my upcoming graduation with a Master's degree in strategic leadership. This has been a long and challenging road in which APPA U has been a strategic influence. Many of the concepts from APPA U have been reinforced through my course of studies. I am grateful for APPA's continued support of educating facilities professionals.

**Favorite technology/program/app:** One of my favorite technologies is infrared. This technology provides the necessary information to make educated and calculated decisions regarding air/water intrusion and potential electrical failures. This technology is so versatile that applications for its use continue to be discovered.

**What others should know about you:** Outside of work, I enjoy my family, motorcycle riding, and kickboxing.

**BECKY GUELIG****Custodial Services Program Supervisor**

University of Wisconsin Madison  
Madison, Wisconsin

**Describe your work:** I oversee the 2<sup>nd</sup> shift custodial service operation consisting of approximately 6 million square feet of general academic buildings at the University of Wisconsin. My team consists of 14 direct report custodial services supervisors, and approximately 250 indirect report custodial staff.

**How long in educational facilities?** 6 years.

**What brought you to educational facilities?** I began working in educational facilities as an undergraduate student worker and, given my positive experience there, I continued my career.

**Brag about something:** My team and I developed and implemented an updated training program for custodial staff for the entire custodial department. It consists of an audio/visual training component, and then a hands-on training from a standardized checklist of training points.

**Favorite technology/program/app:** Cameras on smartphones. Our operation is geographically large, and our schedules are not during traditional business hours. The smartphone cameras can take pictures and promptly e-mail to parties that would like to get a quick visual on a concern when the distance, and scheduling, is problematic.

**What others should know about you:** I am passionate about learning, exploring, and being active. I love new experiences, and a good challenge, especially when I can connect with family, friends, co-workers, and community.

**JAMES HARROD****Maintenance and Operations Manager**

University of Wisconsin - Hospital and Clinics  
Madison, Wisconsin

**Describe your work:** I manage maintenance and trades for UW Hospital; we maintain over 4 million square feet.

**How long in educational facilities?** 7 years.

**What brought you to educational facilities?** I have been interested in facilities management for many years.

**Brag about something:** I was on the team that started an organics program that composted pre-consumer food waste on UW-Madison.

**Favorite technology/program/app:** Primex Wireless, a cloud-based program. Temp/humidity and pressure sensors that allow me to track/trend temps off a dashboard.

**What others should know about you:** I am married (wife Casey) and have two kids (Hayden and Ryann). I love to be outside. A perfect summer day would be spent in Northern Wisconsin on the lake.

**DAVE HAWKS****Student, Major in Facilities and Property Management, Minor in Landscape Management**

Brigham Young University  
Provo, Utah

**Describe your work:** Time is split between being a full-time student and working for the grounds department at BYU.

**How long in educational facilities?** I have been a student for 1.5 years now and managed a lumber yard before that.

**What brought you to educational facilities?** When I decided to return to school I wanted to study something related to construction but not do the actual building. I found the Facilities Program at BYU and it seemed like a great fit.

**Brag about something:** Last summer BYU replaced a synthetic turf field, and I got to do that. It was a great project to work on and see the process of the tear-out and reinstall of the new field.

**Favorite technology/program/app:** As a student, the local professionals and professors. These guys are an amazing resource for learning what you need to know on a day-to-day basis, and they are always willing to help.

**What others should know about you:** I have an awesome wife and five of the coolest kids in the world. I fly radio control airplanes and enjoy doing about anything outdoors.



**JOHN HERRERA**

**Director, Facilities Management**

Arizona State University Polytechnic Campus  
Mesa, Arizona

**Describe your work:** Oversight and direction of facilities operations.

**How long in educational facilities?** 12 years.

**What brought you to educational facilities?** Internship.

**Brag about something:** Startup of Residential Facilities division and integration within Facilities Management department.

**Favorite technology/program/app:** iPhone/BACTalk/Team Viewer. App/program allows me to see campus energy usage real-time remotely.

**What others should know about you:** Architecture/organizational development/gardening, sports, travel, fantasy football.



**KRISTIE KOWALL**

**Assistant Director, Facilities Management**

Illinois State University  
Normal, Illinois

**Describe your work:** Every day is so different, but most involve many hours of meetings and providing assistance to employees. My direct responsibilities for the department include work management, fleet services, building access, moving and hauling, employee development, business operations, safety, automation and employee relations.

**How long in educational facilities?** 15 years.

**What brought you to educational facilities?** I worked in the Facilities Department while I was a student attending Illinois State University. I learned a lot and really enjoyed the people in the department. When it was time to graduate and look for a job, the director asked if I would consider staying. I was excited about the opportunity to continue working where I felt a part of a family and where I could continue to grow. At that time, I didn't realize that educational facilities would become my career. I have literally grown up in this department and love being a part of something so important.

**Brag about something:** I was project lead on the implementation of our new CMMS in 2007/2008. During the project, I learned so much about the department and our processes that

still help me to this day. It also provided me with a leadership opportunity, quality time with our staff, and a chance to connect with key contacts across campus. Together we worked through a lot of changes and successfully implemented the new system as scheduled.

**Favorite technology/program/app:** I love to learn about new technologies, but at this time I would say that I enjoy our access control system program the most. It is amazing all that we can do with it to help us with our everyday needs.

**What others should know about you:** I am a mother of two wonderful children and am working on my Master's degree at Illinois State University. I have been fortunate to have many wonderful mentors that have helped me see my potential. I enjoy and appreciate my involvement with APPA/MAPPA, and I just served as the MAPPA President last year.



**WINNIE KWOFIE**

**Associate Director, Engineering Services**

Campus Life Services, Facilities  
University of California San Francisco  
San Francisco, California

**Describe your work:** My roles and responsibilities include providing overall leadership to support and engage a team of professional engineers and project managers, which means—required resources, suitable environment, coaching, career and professional development opportunities to ensure the success of each individual, the team and the department as a whole. My team is responsible for the design reviews of all construction projects, and we also provide others services such as design services, consulting and field assessments. I'm also responsible for coordinating and working across the campus with various campus key constituents to identify facilities investment needs such as deferred maintenance needs and major repairs, and capital improvements needs which are then presented to the University's senior executives for approval and funding. Other key areas of my responsibilities also include leading the University's strategic energy and water conservation programs aimed at mapping out short, medium to long term efforts to meet the University's utilities conservation and carbon emission reduction goals. I am actively involved in a number campus initiatives and committees and a few of them are listed below:

Co-Chair, Water Conservation Work Group - Sustainability Steering Committee





Campus Representative - University of California Office of President Sustainable Water Systems

Member - UCSF Data Center Services Advisory Board

Co-Chair, Staff Sub Group - Chancellor's Council for Climate, Culture and Inclusion

**How long have you been in educational facilities?** A little over 8 years.

**What brought you to educational facilities?** I got into the educational facilities by accident. I was a project manager in prior institution before I joined UCSF. The insights, interaction and support I received from the Facilities staff on my assigned construction project got my attention because they provided the unique opportunities for me to grow through experiential learning. They also strengthened my professional skills as I took on challenging assignments which allowed me to leverage every skill under my belt: communication, people skill, negotiation, problem solving, parallel with my unique technical expertise and hands-on work approach to deliver applicable results. With its undefined nature, a professional in Facilities will task every skill one has and I have, and continue to enjoy those challenges.

**Brag about something:** I was awarded the UCSF Chancellor's Award for Public Service Staff categories in 2012 for my role in promoting the UCSF community service mission in Africa and in the USA as professional mentor for students and other professionals. Since joining UCSF in December of 2008, I have championed the delivering of utility saving of over \$1M per year through the energy and water conservation programs I managed.

**Favorite technology/program/app:** My phone with all the "funky" apps for all you need in your everyday activities, and it is easy to carry around.

**What others should know about you:** I love reading, sightseeing, and capturing funny images and moments. I do mentor kids and young professional and I just like having fun.



**CASEY MARTIN**  
**Project Manager**  
Chevron  
Houston, Texas

**Describe your work:** I work in the Chevron Business and Real Estate Services division of Chevron, managing projects related to expanding, improving, and maintaining administrative and training facilities for Chevron campuses.

**How long in educational facilities?** I spent several years as a project architect designing educational facilities, then transitioned to performing asset management services for educational facilities. Now my perspective is from the owner side with a long-term view on building investment and performance, alignment with the organizational mission and maximum occupant safety and comfort.

**What brought you to educational facilities?** The educational facilities community is collaborative and inviting. It's one of the more transparent and sharing communities that I've had the opportunity to work in, and I've very much enjoyed the culture.

**Brag about something:** I work with an amazing group of planners, analysts, and facility managers that enable a much broader and deeper perspective of facility investments than most organizations would promote!

**Favorite technology/program/app:** GPS and navigation systems. I can finally get from point A to point B without getting lost!

**What others should know about you:** I've recently relocated to Houston and discovered I have more sweat glands than I ever previously knew about! I can hardly wait for snowboarding season!



**SHANE MCKECHNEY**  
**Manager, Structural Services**  
University of Regina  
Regina, Saskatchewan

**Describe your work:** I am responsible for the structure of all the buildings on campus both interior and exterior. (Essentially, if it is not mechanical or electrical, I am responsible for it.) I have 13 employees comprising trades supervisors, carpenters, painters, and locksmiths. I am also responsible for the maintenance of all asphalt pavement (roads and parking lots), concrete (sidewalks, pads, curbs, retaining walls), the roofs, and the elevators, which are completed using external contractors.

**How long in educational facilities?** 4 years.

**What brought you to educational facilities?** I came from the consulting engineering field (building envelope) and wanted a different and challenging opportunity, and also to move closer to home.

**Brag about something:** I was lucky enough in 2011 and 2012 to complete an environmental audit at the University of Malawi Polytechnic in Blantyre, Malawi. Once arriving on site, to complete the review portion of the environmental audit in June 2011, I quickly realized that I was going to have to report on more than the environmental audit items they requested. Considering the buildings were mostly built in the 1960s, they were in pretty good shape but little to no maintenance had been completed. As I looked at the buildings, I decided to add a few other sections to the final report touching on deferred maintenance issues in subjects including structural, building envelope, electrical, mechanical, and landscaping issues. In April 2012, I returned to present the draft report to the principal, vice principal, and other faculty members at the university. Finally, upon my return to Canada, I completed the final report (approximately 80 pages including photographs and appendices) and delivered a final bound copy to the University of Malawi Polytechnic.

**Favorite technology/program/app:** Adobe InDesign. Using this product, I am able to create professional looking posters, booklets, and programs to visually show deferred maintenance on different items on campus. A picture is worth a thousand words, and if it can be presented in a clean way, it will look even better.

**What others should know about you:** I am creative and love to draw and take photographs and use these creations along with Adobe InDesign, Photoshop, Illustrator, and other computer graphic packages to create programs and posters for sports teams that I am involved in. I also participate in triathlons, cycling, and skiing (downhill and skate).



**ANGELA MEYER**  
**Director of Facilities Management**  
Southeast Missouri State University  
Cape Girardeau, Missouri

**Describe your work:** I am responsible for campus master planning, new construction, renovation and maintenance of all campus facilities and grounds, fleet management, all custodial, and other support functions such as budget management. I supervise over 170 maintenance, custodial, and design staff.

**How long in educational facilities?** I started my career at Southeast as a project manager in 2001. In 2006, I was promoted to associate director for design and construction. In 2010, I was promoted to director of facilities management.

**What brought you to educational facilities?** I started my career working for an architectural firm that specialized in elementary and secondary design. Looking for an opportunity to broaden my expertise in educational design, I applied for the project management position here at Southeast. I quickly realized that I had an awesome opportunity in facilities management to not only be involved in design projects but to utilize my leadership skills. Southeast has provided me the opportunity to advance in my career, supervise some amazing people, solve problems, and do what I love, which is design.

**Brag about something:** Over the last three years I have led my department in the construction of a new residence hall, the conversion of the boiler plant from coal to natural gas, the historic renovation of Academic Hall, and several other major renovation projects such as Magill Hall. We are currently constructing a joint academic/residence hall facility at our River Campus. I am also focusing on improving our tunnel system to improve energy efficiency and safety. All of these projects have

given me the opportunity to meet and work with faculty, staff, and students.

**Favorite technology/program/app:** My iPhone is my lifeline. If I need to reach staff quickly, I text them. If I'm on a job site, I can take a quick photo. If I don't have paper and pencil with me, I can type notes on my phone or voice record something that I need to remember. My favorite app is Bible Gateway. I rely a lot on my faith to get me through the stress during the day. Being able to pull up a quick Bible verse anytime and anywhere is important to me.

**What others should know about you:** I have a BS in architectural studies from the University of Illinois. I'm married to my high school sweetheart (Andy). He's an engineer and I'm an architect. Surprisingly it works! We have three beautiful children: Alex, Ashlee, and Adam. I volunteer through our church, and I love to scrapbook when I get the time.



**CLAIRE NAISBY**  
**Energy Manager\***  
Davidson College\*

Davidson, North Carolina

\* As of January 2014, I have joined Essex Corporation as a leader in the energy and engineering consulting group in higher education facilities, and will also be involved with commissioning and indoor air quality services.

**Describe your work:** As the first energy manager at Davidson College, I was charged with developing an energy management plan, performing energy consumption benchmarking with submetering, and using public relations as an important tool for helping set management goals and user awareness.

**How long in educational facilities?** Since the day I graduated in May 2012, almost two years now. I hope to be a Director of Facilities one day (maybe of Davidson College).

**What brought you to educational facilities?** The amazing opportunity to be invested in one place and to see the impact I can make. I can see tangible results of my efforts and long hours. I also love the relationships that I form with the current students, faculty, and staff. My favorite part of my job is giving people the Davidson College Energy 101 presentation and tour.

**Brag about something:** I graduated from Davidson College in 2012 with an idea planted by our director of facilities, David Holthouser, and a lofty goal of energy management at Davidson. I learned of a funding opportunity for submeters, available through the Jessie Ball duPont Fund, and I wrote and applied



for a \$150,000 grant to begin submetering at Davidson College. I made the case to our director of facilities that the college needed an energy manager and should hire me. After receiving the grant, I served as the project manager for installing submeters in all of the residence halls on campus and set up a utility tracking dashboard.

**Favorite technology/program/app:** Facebook, because it keeps me connected with old friends, co-workers, wherever I am in the world and is fantastic for networking.

**What others should know about you:** I try to live what I preach about sustainability every day—biking to work, cooking the random surprises in my CSA food box, taking navy showers, etc. I make it one giant game for myself to see how small of an ecological footprint I can have. I love running, swimming, yoga, attending the weekly Farmer's Market, basically doing anything outside. I also am a personal trainer on the side and love helping people live a healthier lifestyle and feel better about themselves.



**MARK PARKVOLD**  
**Campus Facility Manager**  
Portland Community College  
Portland, Oregon

**Describe your work:** Higher education.

**How long in educational facilities?** 15+ years.

**What brought you to educational facilities?** I like the challenge of working in higher education.

**Brag about something:** I work well with the faculty, staff, and students at PCC to build stronger relationships between Facility Management Services and the rest of the campus community, which includes 23,000 students.

**Favorite technology/program/app:** AIM.

**What others should know about you:** I play softball and ice hockey and love to travel. We spend a lot of time at the Oregon Coast.



**MARK ST. ONGE**  
**Assistant Director**  
University of Arizona  
Tucson, Arizona

**Describe your work:** Currently I am responsible for utilities, renovations, fire safety, electrical, plumbing, HVAC refrigeration & control, HVAC mechanical, elevator, carpentry, roofing, flooring, paint, sign, lock shops, and the key desk.

**How long in educational facilities?** I am in my 18<sup>th</sup> year in educational facilities management. I have worked my way from HVAC lead mechanic to HVAC refrigeration and control supervisor to superintendent of central plants and now assistant director.

**What brought you to educational facilities?** I started working in the mechanical trade industry in 1986, primarily in HVAC and electrical. When I took the job with the University of Arizona in 1996, I was looking for a stable work environment where I could put my skills to use.

**Brag about something:** This past year our department won the APPA Award for Excellence! It's great to be part of a department that strives to be one of the very best in our industry.

**Favorite technology/program/app:** My favorite technology is what I call "Car University." I have a 30-minute commute to and from work every day and I am a ravenous learner. While commuting (or at the gym or while cleaning house) I enhance my knowledge by listening to podcasts and audio books, usually on topics of leadership.

**What others should know about you:** I am passionate about Toastmasters. Toastmasters is a nonprofit organization that helps people enhance their oral communication and leadership skills. Being in Toastmasters regularly takes me outside of my comfort zone, which keeps me learning and growing. All of the skills I learn there are directly relatable to my job as a leader in our department.



**ANA THIEMER**  
**Manager, Energy and Water Conservation & Manager, Replacement and Renewal**  
University of Texas at Austin  
Austin, Texas

**Describe your work:** As manager, replacement and renewal, I manage the R&R budget (\$18 million a year), facility condition audits, and system planning programs. Budget management has included implementing guidelines to successfully manage the efficient use of funds, committing all funds to achieve a zero balance of funds, and a realized 10 percent increase to the budget in the last four fiscal years. This \$4 million increase was secured under my management through the efficient use of funds and due to the planned system replacements for critical systems on campus. In addition, I serve as manager, energy and water conservation, and my responsibilities include overseeing both a behavior-based as well as a technical-based energy and water conservation program.

**How long in educational facilities?** 8 years.

**What brought you to educational facilities?** I feel like I am making a difference, not only for students and their progress, but for future generations. What we do really does impact the future and our ability to succeed. Sounds a bit cliché, but we aren't really taking care of buildings, we are taking care of our future.

**Brag about something:** In the Energy and Water Conservation Program, we have avoided 6.7 percent in eight months, totaling \$2.3 million. In the Replacement and Renewal Program, we have successfully garnered an additional \$4 million toward

capital investments through effective use and strategic planning for the last five fiscal years.

**Favorite technology/program/app:** CamScanner—The app lets you take a photo of a document, intelligently formats it into a digital file, and can then recognize the text contained in the document in case you want to search for it later. You can also password-protect documents, add watermarks, and share scanned files with others. TripIt—It acts like a virtual travel assistant. When you book travel, whether planes, hotels, or car rentals, you can forward the confirmation e-mails you get from those bookings on to TripIt, which will automatically organize the information into a mobile itinerary for you, complete with maps, directions, and weather info. If you use Gmail and Google Calendar, the entire process can be automated, too. Lumosity Mobile—Serves up daily brain teasers. The app claims to improve your memory and concentration. You can track your progress just like you would with a physical workout regimen. But mostly, it is fun.

**What others should know about you:** I enjoy spending time with my children, reading, helping in the community, and yoga.



**SUE VAN CLEVE**  
**Manager, Information Services**  
University of New Mexico  
Albuquerque, New Mexico

**Describe your work:** I manage an IT Department that offers a full range of IT support to over 12 departments across the UNM campus. Most of our customers are affiliated with facilities management.

**How long in educational facilities?** 12 years.

**What brought you to educational facilities?** I have a life-long connection with construction, so working with educational facilities was a natural fit.

**Brag about something:** My team and I have recently implemented mobile technology that allows our maintenance techs to receive work orders in the field on their mobile devices. This implementation is important to the Physical Plant's vision to have a paperless work order system.

**Favorite technology/program/app:** My current favorite technology is the mobile application we just implemented. Our maintenance technicians are now able to receive their work orders on their own iPad mini, log their time, and enter their comments, all without handling a single piece of paper.

**What others should know about you:** I start out my day with a 30-minute swim. It helps set the tone of my day, and it helps me keep up with my grandchildren!



**CARLO VAZQUEZ**  
**Assistant Director – Facilities Services**  
University of Texas at El Paso  
El Paso, Texas

**Describe your work:** I manage (plan, implement, measure, and improve) the operations and the research facilities support groups at UTEP. My job mainly consists to create the operational plans to improve the utilities consumption (electrical, gas, and water) of the university and manage the teams to provide the services the UTEP demands. On the Research Support department, we manage and develop the maintenance plans for over 2,000 pieces of research equipment to ensure the reliability of the equipment and the services we provide to the researchers of the campus.

**How long in educational facilities?** Over 6 years.

**What brought you to educational facilities?** The opportunity to work in an environment where I can make changes and apply my industrial knowledge in maintenance systems and energy management.

**Brag about something:** I have received a prize in Mexico from the governor of Nuevo Leon for the “Reductions in CO2 emissions (based on energy savings),” prize from IBM Latin America for “Best Practices: Case of study for the Maintenance System Implementation (MAXIMO),” the Certification of the BSL3 labs at UTEP, and the reduction of electrical power consumption by 11 percent in UTEP in just nine months with minimum investment.

**Favorite technology/program/app:** Cellphone (Android System). There are so many good apps that I use daily, from e-mail to Trello and WebEx. In this new era you need to be available no matter where you are. Sometimes you have to be in the field and need to have a conference call, or take some pictures and send them by mail to report/analyze an specific situation. The reaction time is critical to solve most of the problems.

**What others should know about you:** I actively participate in the APPA Mexico group as the point of contact between Mexico institutions and APPA International. I'm an MBA student and my passions are my family, cars, music, and travel.







**LINDSAY WAGNER**  
**Former Director (as of Jan. 2014)**  
 Northern Arizona University  
 Flagstaff, Arizona

**Describe your work:** I currently wear a few hats. I oversee utility services, sustainability, and operations and maintenance.

**How long in educational facilities?** I started working in Facilities Management the day I walked on campus to start my undergraduate degree when I was 18. That was nearly 15 years ago.

**What brought you to educational facilities?** Well, originally it was the fact that there was a maintenance office on the first floor of my dorm, so I asked for a job. I was in school to study music. After a year or so of working as a student maintenance worker, I decided facilities management was a better fit for me, so I changed my major to construction management, and the rest is history.

**Brag about something:** I am currently working on a behavioral change project that is focused on changing the energy usage behaviors of all campus users. We have been utilizing transparency as our method, which means we are showing the campus users all that goes into operating and maintaining a university. It is awesome to get what is traditionally behind the scenes out front and in the open.

**Favorite technology/program/app:** I enjoy making films. I believe it is the best way to get people to feel or have emotion. So I would say that YouTube is my favorite way to get info out there.

**What others should know about you:** I coach and participate in Crossfit and Olympic weightlifting. I like to lift heavy things.



**THOMAS WEBB**  
**Project Manager, Senior Elevator & Roof Shop Supervisor**  
 University of Arizona  
 Tucson, Arizona

**Describe your work:** I oversee renovation projects from conceptual design to implementation. I also supervise our Elevator Shop and Roofing Shop.

**How long have you been in educational facilities?** 6 years.

**What brought you to educational facilities?** I was a private contractor for ten years, and then found the opportunity to work in an educational environment.

**Brag about something:** I recently completed a project with Arizona Public Media (AZPM). In order to adhere to a government mandate to provide Emergency Broadcasting Services, AZPM needed to immediately install an emergency generator. My team was able to complete the task quickly and within budget.

**Favorite technology/program/app:** Microsoft OneNote. It seamlessly synchs my tasks across all my devices.

**What others should know about you:** I completed my Bach-

elor's degree and graduated in December 2013. I enjoy biking and being outdoors.



**KYLE WEIGHT**  
**Working Student**  
 Brigham Young University  
 Provo, Utah

**Describe your work:** Aside from pursuing a degree in Facility and Property Management, I have been employed at the University for two years as a carpenter under the direction of the Physical Facilities Department. I received and completed work orders weekly helping maintain the beauty of the campus. Also through the aid of the Facilities and Property Management Degree Program at Brigham Young University I have been able to complete two successful internships. One internship included working under a facility director at an educational facility on the East Coast.

**How long have you been in educational facilities?** Approximately 3 years.

**What brought you to educational facilities?** I first was introduced to educational facilities through a fellow classmate. We have since become great friends, and I am thankful he spoke up about educational facilities and also APPA!

**Brag about something:** I was able to orchestrate a \$20,000 workspace improvement remodel project satisfying the needs of the organization at which I was employed. Being able to meet personal and organizational goals during an internship was rewarding and a confidence booster for me.

**Favorite technology/program/app:** LinkedIn. It is a great tool to participate in forums and discussions, learn about job openings, and network.

**What others should know about you:** I am 24 years old and a first-time homeowner. I have loved applying the knowledge and skills gained through my educational and work experience to my personal life!



**WILLIE WEST**  
**Manager, Environmental Services**  
 University of New Mexico  
 Albuquerque, New Mexico

**Describe your work:** I manage the Grounds and Landscaping division that is responsible for maintaining all of the landscape and hardscape features on over 700 acres of campus. My G&L staff is also responsible for all refuse removal, street and sidewalk maintenance, irrigation system maintenance and programming, pest management inside and outside of the buildings, as well as completing all of the arboriculture needs of our nationally recognized campus arboretum. I also manage the university's automotive center, which is responsible for the purchasing,

surplus, and maintenance of our 700-plus vehicle fleet as well as our fueling systems. Finally, I manage the Special Activities Division. This group is responsible for completing campus moves, assisting with planning and setting up for special events on campus such as graduation and commencement ceremonies, Freshmen Family Days, and numerous other events.

**How long have you been in educational facilities?** I have been at UNM since September 2002.

**What brought you to educational facilities?** I had the opportunity to accept a position at UNM after working in the private sector in Albuquerque for 15 years previously. I saw it as an opportunity to not only enhance my own knowledge, skills, and abilities, but also to work in a challenging, rewarding environment.

**Brag about something:** Thanks to a dedicated and hardworking staff, we have significantly reduced the amount of water used for irrigating the campus landscapes. Also, we are maintaining our campus to higher standards with fewer staff. In addition, I obtained my EFP in February 2013.

**Favorite technology/program/app:** All of the areas I supervise are utilizing new technology, from the scanners we use in the automotive section to Web-based TMA applications for our work control to improved irrigation technology. GPS map-

ping systems for our campus arboretum, irrigation systems, and other campus features allow us to share information more accurately amongst ourselves and with others. What's exciting is to check back tomorrow and there will be a new technology we will be using.

**What others should know about you (special interests/skills/activities outside of work):** I am a Little League baseball coach as well as a Young American Football league coach. I enjoy working with kids and watching them develop skills not only to play sports but to be successful in life. ☺

Compiled by Steve Glazner, APPA's director of knowledge management and editor of *Facilities Manager*. He can be reached at [steve@appa.org](mailto:steve@appa.org).

If you're an Emerging Professional and would like to meet with your peers, join us for the second annual EP Summit to be held July 20, 2014 as part of the APPA 2014 Centennial Celebration. For more information and to register, visit [www.appa.org/training/appa2014](http://www.appa.org/training/appa2014).



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Take  
this  
**JOB**  
and



**I**n my opinion, work is one of the best things in the world, and so is rock and roll. So, I've got a few lyrics to make my point. Let's get started: "When ya got a job to do ya got to do it well"...Paul McCartney & Wings, *Live and Let Die*. Likewise, Dr. Martin Luther King Jr. said, "If a man is called to be a street-sweeper, he should sweep streets as Michelangelo painted, or Beethoven composed music, or Shakespeare wrote poetry. He should sweep streets so well that all the hosts of heaven and earth will pause and say, here lived a great street-sweeper who did his job well." Not everyone has this lofty perspective of work, of course. For example, Todd Rundgren said, "I don't want to work. I want to bang on the drum all day"...*Bang the Drum All Day*.

For some people, Mondays are the beginning of another monotonous cycle of having to do something they just are not interested in doing. Jackson Browne commented about the repetition of having to pack a lunch and go to work every day: "And when the morning light comes streaming in, I'll get up and do it again, Amen"...*The Pretender*. It's too bad, but Monday morning is a problem for some people. For example, with her angelic voice, Karen Carpenter sang, "Rainy days and Mondays always get me down"...The Carpenters, *Rainy Days & Mondays*.

For lots of people, the first five days after the weekend are the toughest, so it's no wonder that we sometimes have a sour view about having to go to work. But we shouldn't, and Theodore Roosevelt didn't think so: "I don't pity any man who does hard work worth doing. I admire him. I pity the creature who does not work, at whichever end of the social scale he may regard himself as being."

No doubt, work is a lot of work. That's why they call it work. It's good stuff, though. "In the end, hard work is the true enduring characteristic of successful people," said Marsha Johnson Evans, president of the American Red Cross. Nonetheless, millions of people go to work every day, but they really don't want to. Every morning, more than a few of us are probably thinking something like this: "Six o'clock already. I was just in the middle of a dream. I was kissin' Valentino by a crystal blue Italian stream. But I can't be late 'cause then I guess I just won't get paid"...The Bangles, *Manic Monday*.

Some days, we resent having to go to work and sometimes function in the blah gray zone between a grudging tolerance of a job and a serious dislike of it. You may know someone like this. I've noticed that some people work just hard enough not to get fired and get paid just enough money not to quit.

Imagine not having a job. Styx sang about one sad consequence, "I'm just a poor soul in the unemployment line. My God, I'm hardly alive"...*Blue Collar Man*. We're better off working, in spite of what Tom Petty said, "It just seems so useless to have to work so hard and nothin' ever really seems to come from it"...*Here Comes My Girl*. He's not quite right because lots of good comes from work. I've noticed that there are some common denominators among people who thrive on the job.

### 1. Attitude...being mindful of what a good one can do for you:

When the famous architect Frank Lloyd Wright was 83, he was asked which of all his great works he considered his masterpiece. His reply: "My next one." That's a great answer. Even though he had been designing and building tremendous homes and other structures for many years, he knew he could do more and he knew he could

LOVE  
it

do better. Wouldn't you like to have people with that wonderful attitude working for you or with you? A good attitude results in commitment and commitment wins every time.

A long time ago, Andrew Carnegie, the famous American industrialist, observed, "The average person puts only 25 percent of his energy and ability into his work. The world takes off its hat to those who put in more than 50 percent of their capacity and stands on its head for those few-and-far-between souls who devote 100 percent."

With a shiny good attitude, you can be one of those few-and-far-between souls because you'll have a bunch of tenacity in your back pocket. Actor Harrison Ford expressed a similar view, "I realized early on that success was tied to not giving up. Most people in this business gave up and went on to other things. If you simply didn't give up, you would outlast the people who came in on the bus with you." This is great advice because, sometimes, it takes years to become an overnight success.

## 2. Awareness...of all the things you get from a job other than money:

British historian Charles Kingsley observed that we learn a lot of life lessons on the job, "Thank God every morning when you get up that you have something to do which must be done, whether you like it or not. Being forced to work and forced to do your best, will breed in you temperance, self-control, diligence, strength of will, contentment, and a hundred other

virtues which the idle never know." A paycheck won't give you any of these things, it just gives you money. Your job, not your money, is more likely what gradually impacts you the most over the years. Often, work shapes you as much as you shape it and here are some of the characteristics you might acquire or improve because you go to work.

- a. **Physical Stamina**...It takes a lot of effort to get up every morning and work hard every day. Because you keep moving you increase your ability to keep moving.
- b. **Emotional Stamina**...You learn to carry out the responsibilities of your job without becoming overwhelmed. You learn how to quickly respond from setbacks and you learn how to get along with people.
- c. **Desire**...You acquire and develop an inherent commitment to influencing people, processes, and outcomes toward the accomplishment of organizational goals. You learn a lot of "want-to" at work.
- d. **Empathy**...Diversity is a wonderful thing, so it's important to develop an appreciation and understanding of the values and perspectives of others. It's helpful to learn about other cultures, beliefs, and traditions. This happens at work.
- e. **Decisiveness**...You learn when to act and when not to act. You learn to take into account all the facts relevant to a situation before making a decision. At work, you grow out of vacillation and procrastination.
- f. **Dependability**...You learn how important it is to do what you say you are going to do and be where you say you are going to be. People need to know they can count on you, no matter what.
- g. **Responsibility**...You learn that whatever you are charged to do, it is your responsibility to get it done. You learn that you can delegate tasks but you can never delegate responsibility. By way of accomplishing things in the face of challenges, you acquire courage, resolve, and credibility.

## 3. Confidence...evidenced by security and determination:

There are lots of skills needed to do well at work and confidence might be at the top of the list. "Your number-one asset is confidence. It's got to be at the top of your own personal balance sheet," said Susan Sobbett, president of American Express. Here's some handy advice about confidence from Theodore Roosevelt, "When you are asked if you can do a job, tell 'em, 'Certainly I can!' Then get busy and find out how to do it." My grandmother had her own version of this for me when I graduated from college, "Be like a Swiss army knife, so versatile and confident that you can do anything." Advice for the world of work can't get much better than that.

Most of the time when we tell ourselves we can't do something, it's just an excuse we made up. I'm convinced that, to a great extent, we can make our work and our lives whatever we want them to be, "We've got two lives, one we're given, and the other



## Questions:

1. Is work a privilege or just something you have to do?
2. Do you like your job or would you rather be doing something else?
3. What's the best job you ever had...why?
4. Have you been shaped and changed by working...how?
5. Everybody decides how much of themselves they will give to their job...what have you decided?

one we make"...Mary Chapin Carpenter, *The Hard Way*. Some of us need to quit living as if the purpose of life is to arrive safely at death. Instead, we need to start playing offense with our lives. The world needs more daring people with daring plans and energy.

Here are two comments to get you jump-started:

- "What does it take to be the best? Everything. And everything is up to you." – Emmitt Smith, leading rusher in National Football League history
- "High expectations are the key to everything." – Sam Walton, founder of Wal-Mart

## 4. Initiative...being a self-starter with lots of gumption:

We don't hear much about gumption anymore, but most of us still know what it is. To me, it's internal motivation, showing the inclination to do things without having to be told or reminded or prodded or begged. Somebody observed, "Too many people are ready to carry the stool when the piano needs to be moved." There's some truth to this and that's why we need more gumption than ever these days.

I've noticed that people who have their fair share of it plan ahead, avoid procrastination, and stay alert for opportunities to help others and get things done. At work, when a person with gumption sees something that needs to be done, she does it. No need to be asked about it or told to do it.

People with gumption don't say "I didn't know" or "It's not my job." People with gumption never leave well enough alone. People with gumption find jobs and dig right in until the tasks are done. People with gumption choose difficult jobs because progress and satisfaction are found in challenges. People with gumption never grow weary of doing what's right. People with gumption have energy that rubs off on others. People with gumption start strong and finish strong.

Tomorrow is a great labor saving device for today, but don't use it. Get started, do it now. Always do what's next.

## 5. Persistence...sticking to your goal, no matter what:

Success in most endeavors is the result of small steps in the right direction, not a consequence of one big stroke of luck. You

can't eat a whole pizza in one bite. You can't earn a college degree in just one semester. You can't go on a long family vacation by just getting to the end of the driveway. Accomplishing anything is often just a matter of hanging on, over and over again. Arriving at a desired destination or achieving a coveted goal is like going down a toll road. If you keep paying the fee you can go anywhere you want to go. Persistence is amazing stuff. That's how the snail reached the ark. Consider these observations:

- "There are no secrets to success: Don't waste time looking for them. Success is the result of perfection, hard work, learning from failure, loyalty to those for whom you work, and persistence." – General Colin Powell
- "Big shots are little shots who kept shooting." – Christopher Morley, writer
- "Talent is never enough. With few exceptions, the best players are the hardest workers." – Earvin "Magic" Johnson, professional basketball player
- "The first time you quit, it's hard. The second time, it gets easier. The third time, you don't even have to think about it." – Paul "Bear" Bryant, college football coach

If at first you don't succeed, you're pretty normal. You can try again. Most of us have heard this advice at one time or another. This simple little axiom is simple and little because that's all it needs to be. We get the idea. And, it doesn't come with any further instructions because none are needed.

Actually, instructions might be needed because many of us don't try again. We try something different, something easier. Instead, we should keep going even though quitting is easier. Persistence is great stuff, and I've noticed that success often comes to those who obsess. "Slow and steady wins the race" – Aesop, *The Tortoise and the Hare*

When I graduated high school many years ago, my dad told me to find a job I liked so I would never have to work. He didn't say this because work is something bad or something to be avoided, like eating broccoli. Actually, I like broccoli, especially with cheese on it. Anyway, work is still work no matter what you call it but it doesn't seem like work if it doesn't seem like work.

Actor-director Warren Beatty put it this way, "You've achieved success in your field when you don't know whether what you're doing is work or play." Ahh, that's what we should be aiming for, a job that is more than a job, a job that is a mission, one that has captured our interests and passion. Work is wonderful stuff because it changes us for the better: "The highest reward for a person's toil is not what they get for it, but what they become by it" – John Ruskin, art critic. §

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Fred Gratto is assistant director, physical plant, at the University of Florida, Gainesville, FL, and the author of *13 Things Rock and Roll Can Do for You*. He can be reached at [fgratto@ufl.edu](mailto:fgratto@ufl.edu).





# Georgia College and State University Makes Security a SNAP

By Kurt Meyer

Universities everywhere are looking for ways to improve sustainability, boost security, and differentiate their campuses. The Georgia College and State University is no exception. Its campus consists of 43 acres of lawns, gardens, and columned buildings adjacent to downtown Milledgeville, Georgia, a historic town that once served as the state capital. Despite the rural setting, the school puts a big emphasis on the security of its 6,700 students. Its active Public Safety Department staffs 20 sworn police officers and four communications officers. Their top priority? Ensuring the safety of the campus community.

## HAIL, SNAP!

Georgia College and State University is using an innovative security program known as Student Night Auxiliary Patrol (SNAP). The program lets students call or hail transport vehicles for free security escorts and rides across the main campus during designated night time hours.

Founded as a student-volunteer foot patrol in 1989, SNAP was slowly upgraded. In 2009, the Public Safety Department began hiring student employees and purchasing vehicles for them to drive.

## HIRING AND TRAINING

Students must apply for SNAP positions online, where a selection process

identifies top candidates.

"They must be in good academic standing, hold a valid Class C driver's license, and pass criminal and driver's background checks," says Sgt. Michael Baker, the public service officer who oversees the program. They must also submit references and go through an interview process.

SNAP is sponsored by Public Safety, funded by student government, and run largely by students. Since SNAP drivers are employees of the college and drive college-owned vehicles, they are covered by the university's insurance plan for motor vehicles.

"We have 18 student-employees who patrol the campus five nights a week, provide rides and security escorts, perform building checks, and support Disability Services by transporting students with special needs," says Tucker O'Brien, a graduate student who serves as SNAP director.

During a two-day training program, SNAP drivers work with Public Safety, learning policies and procedures and vehicle use and safety. New hires then ride with a veteran driver for a week or two. Drivers are also certified in cardiopulmonary resuscitation and automated external defibrillator (AED) use.

"The SNAP team does a tremendous job for us," says Sgt. Baker.



Georgia College and State University's Public Safety Department has cut crime and DUIs by using Club Car Villager transport vehicles to move students across the campus after dark.

## SMALL CARS FOR A SMALL SCHOOL

The SNAP fleet consists of five Club Car Villager 4 transport vehicles and one Club Car Villager 6. Three are gasoline powered, three are electric.

"On a small campus like ours these vehicles are an efficient, affordable alternative to expensive buses or vans," says Baker. The cars are marked with the green SNAP logo, which is also on the polo shirts the drivers tuck into their khaki pants.

"The vehicles are perfect for this application. They are incredibly maneuverable and easy to board," says O'Brien. "We can drive on sidewalks, cut across campus, and pull right up to buildings and doors. And everyone loves to ride in them."

## THE SNAP APP

"I love the fact that we can just call SNAP via a button on the school app," says student Maria Esposito. The cars

## "THOUSANDS OF OTHER RIDERS GOT ON AT PICK-UP POINTS OR STOPPED US ALONG THE WAY AND HOPPED ON."

are equipped with iPads with campus maps, so drivers can receive, answer, and track the status of incoming calls.

SNAP drivers make routine stops to pick up passengers at the library, a dorm and a pick-up point adjacent to the downtown areas where students often gather in local establishments at night.

"Since I live off campus and don't like to walk in some areas that surround the campus, I use SNAP all the time," says Esposito. "It's such a personalized, safe mode of transportation."

"I think students are much less intimidated by these open-air vehicles and student drivers than by the police cars used by Public Safety," says O'Brien.

The program enjoys continuing suc-

cess. In the fall of 2009, 3,677 rides were requested via the app. By spring 2013, that had risen to more than 11,200.

"Thousands of other riders got on at pick-up points or stopped us along the way and hopped on," says O'Brien.

### THE RESULT? FEWER CRIMES AND LOWER COSTS


"The results of SNAP have been pretty remarkable," says Baker. In the fall of 2009, there were 28 campus DUI arrests. By the spring of 2013 that number had fallen to five. Personal and property crimes are also down significantly.

Parents love the fact that their kids can get rides after dark. "SNAP is a big selling point for the school," Baker says.

The program is also cost effective.

"The vehicles are much less expensive to purchase, operate, and insure than vans or shuttle buses would be," says Chief Mechanic Charles Gettis. "They require less maintenance than any vehicles we've ever used, and they let us put fewer miles on our Public Safety cars."

According to Gettis, it costs just pennies a day to operate the electric vehicles, and the school gets three to four years out of a battery pack.

"We've been surprised by the power of the electric cars, too," he says. "I can't imagine the campus without SNAP," says Esposito. 

Kurt Meyer is commercial/industrial marketing manager at Club Car, a division of Ingersoll Rand, in Augusta, GA. He can be reached at [kurt\\_meyer@clubcar.com](mailto:kurt_meyer@clubcar.com). This is his first article for *Facilities Manager*.

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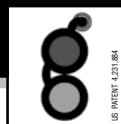
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# Getting Involved with Standards and Codes

By Brooks Baker

*“There are those who go through life content to be a spectator on the sideline, just going to work every day doing the ‘same old – same old.’ Others look on each day as an opportunity to make a difference.”*

When I was hired at the University of Alabama at Birmingham back in 1979, I went to work for Phillip Mann, a great man who was a philosopher as well as an engineer and manager. His method of teaching was often with parables or word pictures that made his point in a way that made it stick in your mind. One day he and I were having a conversation, the subject of which I do not recall, but I clearly recall the “word picture” which he used to help me understand I may not be as important as I thought. Phil said in his slow, Alabama drawl: “Brooks, for most people, employment is like sticking your hand in a bucket of water. When you pull your hand out, there is no sign it was ever there.” Phil accomplished his goal and motivated me to think about things with the goal of long-term, positive impact. Not just “same old – same old.”

## LEAVING A LASTING LEGACY

In every organization, there are individuals who excel at keeping things on an even keel, and the status quo. Then there are those with a vision of something bigger. We are fortunate to have a number of APPA members and partners who have seen the value of taking on a challenge which is very different from, although significantly impacting, our profession. They have chosen to add the role of professionals to their repertoire, thus shaping the very fabric of

our industry. And as a result, will leave a longer lasting legacy. Those people comprise the **APPA Standards and Codes Council (ASCC)**. This team of individuals works behind the scenes with colleagues across the country, and also internationally, to shape the standards and codes that regulate the construction and ongoing operations of our educational facilities.

The APPA Codes Advocacy Initiative started about a decade ago, and has played a significant role in shaping standards and codes since that time. Several APPA members have been heavily involved for decades in standards and codes, because they and their institutions understood the huge financial and operational impact of those regulations on their institutions.

The mission of the council as approved by the APPA Board in 2012 is to:

- **EDUCATE** APPA member institutions;
- Determine the **IMPACT** of existing and proposed standards and codes;
- **INFLUENCE** standards and code development processes and establish educational facilities standards;
- Display APPA’s **LEADERSHIP** on standards and codes; and
- Identify broad **CONSENSUS** among APPA’s institutional members, and seek appropriate representation in standards bodies at local, state, national, and international levels.

## HOW IT WORKS

The ASCC is made up of at least one member from each APPA Region, a chair and other ad hoc members as needed. The members currently serving on the Council are:

**Brooks Baker**, Chair

**Michael Anthony**, University of Michigan

**Richard Davis**, Evergreen State University

**David Handwork**, Arkansas State University

**Clint Lord**, Arizona State University

**Dana Peterson**, University of New Hampshire

**Alan Sactor**, University of Maryland, College Park

**Theodore Weidner**, Facility Asset Consulting

**John Bernhards**, APPA Associate Vice President

The Council has frequent teleconferences to determine priorities and to develop action plans to make code modifications favorable to higher education, or assuring unfavorable changes are not approved. There are many code actions each week which are triaged and evaluated for a need to pursue action on APPA’s behalf. The successes of the council are significant and some examples of recent standards and code “wins” follow:

- NFPA 70: Arc-Flash is now an OSHA hazard rather than NEC



- Reduction in Fire Pump Testing Water Wasted
- Reduction in the “oversizing” of Transformers
- NFPA 70: Approval for using Aluminum Wiring if desired
- Fire Alarm Technician requirements avoided
- NFPA 25: Fire Pump No Flow Test frequency reduced to monthly from weekly
- ASHRAE 90.1: Assisted in effort to keep this as new construction and not O&M code
- Smaller Electrical Rooms
- NFPA 72: Change multiple locations of fire alarm resets to a single reset point


Michael Anthony of the University of Michigan has estimated the financial impact of APPA's code advocacy efforts at about 2 percent of the total construction value of a new building. This means that for a building with a construction cost of \$100 million, an institution taking advantage of all of the positive code changes could avoid approximately \$2 million in first cost—with no reduction in safety or functionality!

The volume of revisions to existing standards and codes is sometimes overwhelming, and new standards and codes are being created at an ever-increasing rate. Some of the more notable new standards and codes are related to sustainability and energy. The council is keeping a watchful eye on the major energy conservation and sustainability codes that are currently active.

#### MAKE A DIFFERENCE

Would you like to “Make a Difference” in your institution and profession which will have a lasting impact? Having influence and impact on standards and codes seems like a daunting task, but our ASCC team can assist with guidance for anyone who would like to help. There are several options for involvement ranging from writing or commenting on proposals to membership on the actual code committees.

You can have a lasting impact and avoid being like that hand in a bucket of water. Get involved with the APPA Standards and Codes Council and make a difference. If you have individuals in your organization that could assist, encourage THEM to take advantage of the opportunity for professional growth, as

well as making a positive impact on the industry. 

Brooks Baker is an emeritus APPA member and a past APPA President based in Warrior, AL. He chairs APPA's Standards and Codes Council and can be reached at [bbiii@live.com](mailto:bbiii@live.com).



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# "In God we trust, all others must bring data."

—W. Edwards Deming

By Lindsay Wagner, MA, LEED AP, CEM, CEFP

I vividly remember the day in my undergraduate experience when I was first introduced to the concepts of W. Edwards Deming. In the black-and-white film we watched, he sat on a stage in a chair, chain smoking and carrying on about his "Plan, Do, Check, Act," theory. I was completely fascinated by him and his management concepts. I spent months searching for every bit of information I could find on him. Did you know he was not only an engineer, but he also played the flute and drums, and composed music throughout his life?

## THE LIGHT BULB COMES ON

There are strands of Deming theory woven throughout APPA educational offerings. In the Supervisor's Toolkit participants work through the Red Bead Game, learning the importance of examining the processes utilized in day-to-day operations. They are given a process, then go through many hypothetical work days on which they change their motivational methods but never the process. The outcome never changes.

I absolutely love facilitating this exercise because you can see the light bulb come on, as participants compare the game to their day-to-day management efforts, realizing that success is multi-faceted. The aspect of human nature and motivation is important, but it has to be coupled with measurement and continuous review and improvement of the process.

## FPI—A BENCHMARKING TOOL

APPA is not immune to this process. To that end, I have been tasked with leading the group responsible for looking at the Facilities Performance Indicators (FPI) survey.

The FPI survey allows institutions to assess, measure, and then lead their institutions to successful operation through benchmarking key performance indica-



tors with hundreds of other institutions. FPI empowers the educational facilities professional with the vital data, statistical references, and reporting tools needed to measure operations and performance, identify capital asset realities, and lead a successful facilities strategy that supports the institution's mission and vision.

A group of FPI users has been assembled to address the continuous improvement of the FPI Survey. Members include: Jack Hug, retired; Art Jones, Black Hills State University; Jeri King, University of Iowa; Maggie Kinman, retired; Dan Leslie, retired; Rolly Maelwas, Northern Alberta Institute of

Technology; Tim McDonald, University of Alberta; Steve Peary, University of Vermont; Rob Quirk, retired; and Al Stoverink, Arkansas State University. The initial focus of the group has been on three main areas: Total Cost of Ownership (TCO); the "Other" category in Module 4A; and the Energy and Sustainability Assessment Tool (ESAT).

## FOCUS GROUPS

TCO is an extremely detailed concept. Doug Christensen has been working on a TCO beta research project that will eventually lead to the implementation of a detailed section in the FPI. This will allow users to look at individual buildings and individual systems within those buildings to identify construction, maintenance, operation, remodel, and demolition costs. The end product is an average TCO by building type that can be used for budgeting purposes over the life of the building. To prepare FPI users for this new tool, the survey currently uses existing data input to compile an overall TCO. The group is looking at the existing formula to increase the accuracy of that data point without requiring additional input from the survey participant.

The "Other" category in Module 4A of the Survey allows participants to include any costs that are not related to the typical facility related functions. This category is utilized for things like public safety, fleet management, sustainability,

## "PLAN, DO, CHECK, ACT."

and many others. In the past these costs would roll up into the total cost, less utilities, in Module 3. It is now set up so that the total cost in Module 3 is less the non-specific costs from Module 4A and less utilities. This allows for a better representation of total costs across all users due to the great variation of information that was being included in Module 4A. The group is continuing to analyze the "Other" category to better define what should be included there and what should be included in other sections of the survey in attempt to increase consistency across all participants.

The **ESAT** tool is a new addition to the FPI survey. It is intended to assist participants with managing campus

operating costs, implementing effective energy efficiency measures, and minimizing campus carbon footprints. It is intended to help participants know where they stand in terms of achieving their sustainability goals, providing a snapshot of where their buildings and operations have room for improvement and where they are already strong. The ESAT module requires the participant to input large amounts of data on a per-building basis. Oftentimes this data is already input into an energy management system. The group is looking at possible interfaces that would allow information to directly upload from commonly used systems such as Energy Cap.

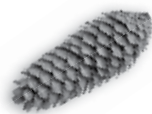
### A CHALLENGE

As you can see, this group is dedicated to continuous improvement of the FPI survey and report through the constant

analysis of the process. If you have any areas that you would like the group to address, please feel free to e-mail me at [lindsayevawagner@gmail.com](mailto:lindsayevawagner@gmail.com). It is our mission to provide the FPI survey participants with the best possible product.

To again quote Deming, "There is no substitute for knowledge." We always need to know more about everything in the system. He also said, "In God we trust, but all others must bring data." So, I challenge you to take the time to participate in the FPI survey and involve yourself in the continuous improvement of this great tool. ☺

Lindsay Wagner is former director of operations, maintenance, utility services, and sustainability services at Northern Arizona University Flagstaff, AZ. She can be reached at [lindsayevawagner@gmail.com](mailto:lindsayevawagner@gmail.com)



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# Purchasing Energy in the Northeast

By Jon F. Sorenson

Over the past two years we have seen an abundance of natural gas throughout North America, fueled by the discovery and production of shale gas in the Marcellus Shale in Pennsylvania, reaching down to West Virginia and western Kentucky. Natural gas spiked in the futures markets in 2008-2009, reaching as high as \$14 per MMBtu (one million Btu.)

Today the commodity of natural gas is at approximately \$3.50 per MMBtu in the current listing of the NYMEX futures market, which is up from the lows of April 2012. These low prices have allowed industry, colleges, and universities across North America to enjoy low production and heating fuel prices compared to oil, savings millions of dollars and bringing manufacturing back to the United States.

## A TIME OF HIGH DEMAND

However, recently the Northeast, specifically New England, has had some dramatic change in price. New England's primary fuel for electricity generation is natural gas. In fact, upwards of 52 percent of the primary generators plus 87 percent of the units used for peaking during extreme heat and cold, are natural gas-fired. As such, as the price of natural gas goes, so does the price of electricity in New England.

Last winter, with normal temperatures coupled with major storms, ISO-NE (the power grid operator) found that there are not enough



pipeline infrastructures to move natural gas to load zones, as the demand for heating, at the same time of a need for gas-fired electricity, could not be maintained.

This bottle neck in pipeline infrastructure caused an escalation or spike in daily natural gas electricity in the spot or daily market. In addition, for customers trying to make purchases that would hedge or lock natural gas or electricity, the adder above NYMEX, basis pricing also escalated. Basis is one of the adders above the NYMEX future market that is comprised of capacity and transportation to move gas along the pipeline to the local distribution company. The end result was choppy and high spot prices and a substantial increase in hedged prices.

ISO-NE estimated that New Englanders paid an additional \$2.8 billion in extra fees or charges for electricity and natural gas during last year's heating season compared to the rest of North America. Despite these high prices, natural gas and electricity prices on average were still less than the competing fuel of residual or distillate oil.

## SOPHISTICATION IN PURCHASING

So how do New England-based colleges and institutions handle this issue? Unlike 10 to 15 years ago, purchasing energy has become quite sophisticated. Natural gas, both on the spot and futures market, trades each and every day

## UNLIKE 10 TO 15 YEARS AGO, PURCHASING ENERGY HAS BECOME QUITE SOPHISTICATED.

and needs to be monitored and trends need to be understood and communicated appropriately. Basis, the adder above the NYMEX futures commodity market, also trades and responds daily to weather forecasts, production levels of natural gas in Atlantic Canada and other news that may impact price. Purchasing, facilities, and finance professionals should work with a consultant to assist in determining when it is the right time to purchase electricity or natural gas based on price, trends, risk, budget, and other important factors. Purchasing, fa-

cilities, and finance professionals should understand all the salient issues in the market and not make a decision without proper knowledge and defined strategy.

### EXPANSIONS HOLD A BRIGHT FUTURE

Is there a light at the end of this tunnel? Yes, there is a bright future for natural gas in New England. Pipeline expansions from the Pennsylvania region connecting to New England have been announced and will be coming to fruition between 2016 and 2018. Production resources in Atlantic Canada

are expanding and improving as Deep Panuke is starting to produce natural gas and Sable Island is fixing its faulty infrastructure at the bottom of the ocean.

Combined, natural gas prices will stabilize and provide a bright and inexpensive future for purchasers. However, in the meantime, it will be a bumpy road and prices will remain volatile. We recommend that all purchasers seek help in these complex issues and become educated on how to handle these volatile markets. 💰

Jon Sorenson is president and COO of Competitive Energy Services, LLC in Portland, ME. You can reach him at [jsorenson@competitive-energy.com](mailto:jsorenson@competitive-energy.com). This is his first article for *Facilities Manager*. If you would like to contribute to Power Tools, please contact Bill Johnson at [wjohnson2@terracon.com](mailto:wjohnson2@terracon.com).

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Book Review Editor: Theodore J. Weidner, Ph.D., P.E., CEFM, AIA

### Is there a textbook or reference

that addresses all types of facility management? Not just higher education facilities but commercial, residential, office, and industrial? This column attempts to find the answer, but unfortunately the subject is too large to cover all of those areas.

In a slightly different approach, both books will be reviewed simultaneously.

#### A PRACTICAL GUIDE TO FACILITIES MANAGEMENT

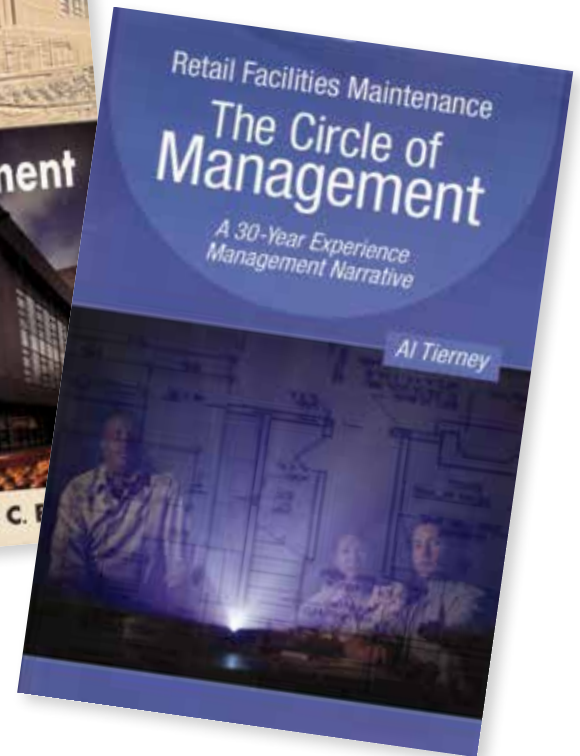
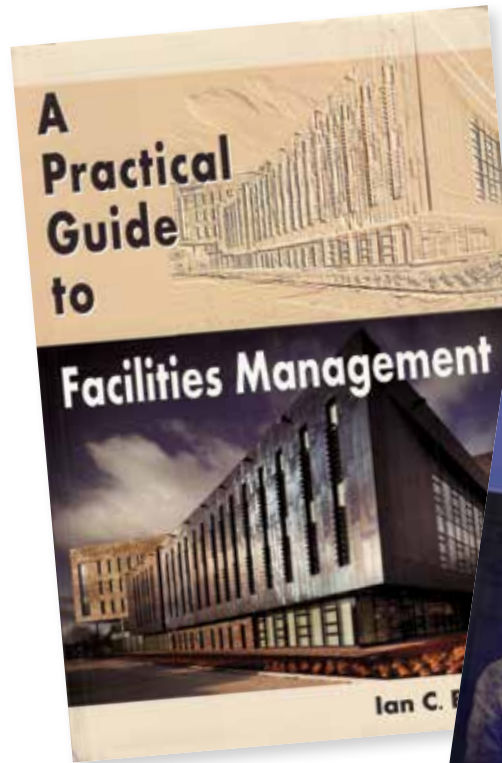
By Ian Barker, Whittles Publishing, Dunbeath, Scotland, 2013, 288 pages, \$89.95 softcover.

#### RETAIL FACILITIES MAINTENANCE, THE CIRCLE OF MANAGEMENT: A 30-YEAR EXPERIENCE MANAGEMENT NARRATIVE

By Al Tierney, West Bow Press, Bloomington, IN, 2013, 175 pages, \$14.99, softcover.

As I looked for a suitable textbook to teach facilities management to construction engineering students, I happened across *A Practical Guide to Facilities Management*. My goal was to provide a general, introductory textbook that would embody the elements of facility management while avoiding a specific client base. I didn't want the book focused solely on higher education despite being the second largest owner-industry group in the U.S. after the government. However, market presence says a lot to the publishing community.

Of all the FM books I've read, the largest number of authors come from the U.K., and probably for good reason. They manage facilities much older than those found in North America, so



they're doing something right to keep these buildings functional. There are differences in terminology, which is a minor issue for the life-long professional, but may be confusing for a student new to the field. But it's hard to ignore the knowledge base coming from the U.K. with respect to facilities.

Then I found out about *Retail Facilities Maintenance, The Circle of Management*, which addressed two areas of concern and written from a U.S. perspective and focused on commercial (retail) facilities, not education. However, *Retail Facilities Maintenance* appears more like a memoir and much less like

a textbook. That doesn't mean it can't be used in a classroom setting, it just requires different techniques.

Barker's book is organized like a textbook without the end-of-chapter problems or questions. Instead, there are several insets labeled "Notes to self," "Warning," "Theory and information slot," "bright ideas," and "Aide Memoire" that emphasize points and/or provide additional information. I also appreciated a summary of several acronyms at the beginning of the text, which helped with the colloquial differences in English.

Barker also goes into significant detail on subjects of personnel management and



**GIVEN THE OPPORTUNITY TO  
TEACH A COURSE IN FACILITY  
MANAGEMENT I WOULD  
USE BOTH BOOKS TO “COVER  
ALL THE BASES.”**

policies/procedures, which makes sense for those focused on managing a large facility. Techniques discussed include many of the tools presented in APPA U—Maslow’s hierarchy, SWOT analysis, and dashboards—but there are also several other concepts discussed including: Herzberg’s Motivational Theory; McGregor – Theory X and Theory Y; and Golden Thread. I appreciated seeing these additional management tools.

Tierney’s book addresses the same topics, but in a much more personal and narrative fashion based solely on the author’s experience. There is a good discussion about preventive maintenance vs. the “fix it when it breaks” approach to maintenance, and a balance between the two methods. As facility managers we are always challenged with the value of preventive maintenance vs. responding to the problems as they arrive based on the notion that doing things in advance are more expensive. Tierney provides a thoughtful discussion with a focus on customer service.

Due to the business (profit) focus on Tierney’s experiences and his customers’ ability to choose a different facility provider, there are good discussion about how facility management works in to improve customer service and addressing the value proposition of facilities. This difference between FM’s for owners with “captured” customers, and how to respond to their needs vs. customers who have the option to choose who provides their facility and facility management is instructive.

While I have a preference for Barker’s book over Tierney’s (due to the amount of detail and style), I find both books

useful and instructive. Given the opportunity to teach a course in facility management I would use both books to “cover all the bases.”

For FM professionals, both books can provide valuable reference information. Choosing one over the other really depends on personal preference. 💰

Ted Weidner is president of Facility Asset Consulting, Noblesville, IN, and can be reached at [ted@weidnerfac.com](mailto:ted@weidnerfac.com). If you would like to review a book, please contact Ted directly.



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Compiled by Gerry Van Treeck

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Simple program visit [www.cooperbusmann.com/FusesMadeSimple](http://www.cooperbusmann.com/FusesMadeSimple).

**Trojan Battery Co.** launched two HydroLink(tm) Trojan Tips video tutorials which provide information on installing and using HydroLink to water flooded batteries, an important maintenance practice to maintain battery performance and longevity. One video focuses on general installation of

HydroLink on any type of equipment using the single-point watering system to simplify maintenance, and the second video focuses on installing and using HydroLink in a golf car. Both illustrate how to use either a hand pump or a regulated hose supply to water Trojan batteries. For greater information on Trojan Battery Co. please visit [www.trojanbattery.com](http://www.trojanbattery.com).



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**Eaton** has announced that its Bussmann division recently introduced its Fuses Made Simple™ program, making it easier for users to select and specify the right fuse. The Bussmann division developed the new, simplified platform by grouping the Underwriters Laboratories (UL) low voltage,

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