



From the President

*Barry Mielke, PE, CEFP
Interim Assistant Vice President of Facilities
South Dakota State University
CAPPA Jr. Rep to APPA*

"We have seen significant changes in the way our campuses do just about everything...and we will continue to adapt." ~Barry Mielke

Greetings,

This is certainly not how I expected my year as CAPPA president to go. For most us, we are about halfway through our semesters. We have worked hard at our campuses to keep our faculty, staff and students safe. We have seen some significant changes in the way our campuses do just about everything:

- Classroom modifications to reduce student density
- Food service changes to keep dining safe
- Modifications to custodial practices to enhance cleaning protocols
- Changes to our HVAC operations to further improve air quality
- More virtual meetings than ever before to maintain social distancing

And, all of these changes have occurred within just a few months. Our staff, as always, stepped up and helped make these changes happen. We are likely in the early stages of this and can expect to have to deal with these challenges in some form for a while.

The COVID-19 pandemic may permanently change how we do some things and we will need to continue to adapt. I encourage you to continue to take advantage of the educational opportunities APPA provides and participate in the weekly town hall meetings. As we approach fall and Thanksgiving, I hope you take the time to appreciate the great staff that work in facilities and thank them for their dedication to the facilities they maintain.

It's been a pleasure to work with so many talented and dedicated people in the CAPPA organization. Like many of you, I had hoped to spend the first week of October in Tulsa at the annual CAPPA Conference; but, due to the pandemic, we will have to wait until October 10, 2021. While we did not have an in-person conference, we will still pass the gavel to Markus Hogue, CAPPA's incoming president, in November.

Barry Mielke
CAPPA President

Reopening Campuses Safely and Lessons Learned from Lockdown

The University of Nebraska-Lincoln (UNL) strives to offer students the best university learning experience possible. When COVID-19 impacted campus in March 2020, classes shifted to remote mode for the remainder of the spring semester. Summer school was also shifted to full remote learning mode. Research activities on campus were significantly reduced for multiple weeks. The experience of students, researchers and faculty was not optimal during this time. In late spring, campus leadership determined that UNL would offer in-person classes in Fall 2020. In situations where COVID-19 might limit in-person class attendance, UNL wanted to ensure a better remote learning experience as a part of a hybrid learning model. We believed the best way forward was with a “face-to-face with space” mode combined with intensive health and safety protocols. Once our executive leadership team made that decision, the UML Facilities team’s job was to adapt in every way to create a safe working and learning environment.

From lockdown to reopening- lessons learned

UNL Facilities has been a very predictive, proactive organization utilizing innovative automation and business systems. We spent many years using various technologies and related data to get to this state of operations. That changed during the pandemic, as we had to start reacting to the rapidly changing information to provide campus support.

Under the initial COVID-19 lockdown, we decided to take advantage of low or no-occupancy in buildings to conserve energy to achieve cost savings. We also wanted to minimize repetitive work. We did not want to keep going back and cleaning rooms that stayed unoccupied since the last cleaning. This allowed us to target our limited staffing towards enhanced cleaning protocols of occupied spaces and other COVID-19 responses. The above two goals were achieved by leveraging data from two key systems: card access and the building automation (BAS). Our card access system helped us track entry to the buildings by designated employees, and occupancy sensors tied to our BAS indicated occupancy in specific areas or rooms.

As we moved toward reopening, we built on the lessons learned from lockdown data, with even greater measures for safety and wellness. Our challenge was to work together to really see what we were capable of, how fast

we could prepare and, in some cases, whether it could be done. We had to quickly determine how to support staff, procure materials, and establish protocols and policies. At that time, many necessary products, like hand sanitizer, disinfectant wipes and face masks, were unavailable. Government guidelines were not necessarily clear, and they changed often. We had to be prepared for every possibility in many areas.

Grassroots operations and leadership

Because of the lack of supplies, one of the first things our research team did was get FDA certification to produce hand sanitizer on campus. In three days, we set up a production line using food grade ethanol. To date, we have produced 195,000 gallons of hand sanitizer. We designed and built over 1,000 three-gallon dispensers with PVC pipes using double pump systems. We built over 600 health and wellness stations on campus, one in every classroom. We also needed an alternate health setup for technology products like keyboards, because hand sanitizer has glycerol, which leaves a residue.



The confidence of producing our own hand sanitizer and disinfectant meant we were not at the mercy of suppliers which enabled us to really focus on the basics of COVID-19 protection. That experience opened our way of thinking about everything from supplies and dispensing to staffing and classrooms. We implemented the now-standard physical distancing, mask reminders, directional signage, and de-densifying strategies.



Much of facilities work is logistical and runs under the surface but is critical to the functioning of the institution. When campus was mostly unoccupied, we had to centralize receiving packages from all delivery providers including live animals and research products.

(Continued on page 3)

Reopening Campuses...(continued from page 2)

We even reassigned some custodian staff to work with the police department for training as security officers. This was necessary to monitor the vacant buildings. We needed supplemental transportation because our local city-operated buses announced a social-distancing program within the buses with a maximum capacity of 11.

We worked with private mega-bus providers to serve the campus while allowing physical distancing. Storage and warehouse capabilities were overwhelmed, and we had to find space to store large volumes of PPE, materials to build plexiglass shields, IT equipment, etc.

Instructional technology



Our Instructional Technology Systems (ITS) group evaluated classroom technology to ensure better remote learning experience for hybrid or fully remote class offerings. UNL has

had plans to upgrade the IT infrastructure in our classrooms, and the pandemic just accelerated the timeline. We plan to upgrade all network infrastructure to avoid congestion issues with remote/hybrid learning. Classrooms also did not have cameras and microphones and tech stations. UNL has made substantial investment to amend that situation. We also increased Wi-Fi coverage outside the buildings to improve outdoor learning. Current in-person learning is using a staggered approach. Most classes that were offered in-person remain that way; they simply rotate in-class with remote learning.

Air quality

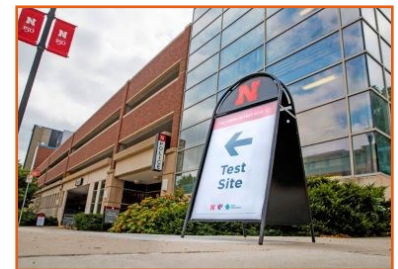
In the beginning, the CDC did not have specific air quality parameters; that changed. Fortunately, we have a very adaptable building automation system, so we were able to make program changes to follow the guidelines from ASHRAE. We leveraged that system and immediately increased our minimum fresh air intake to twice as much as The American Society of Heating, Refrigerating and Air-Conditioning Engineers ([ASHRAE](#)) recommended. The number of air changes required varies between buildings with different uses, and we have the flexibility in our control system to accommodate any future ASHRAE recommendations.

Contact tracing

UNL understands that it is everyone's responsibility to stay safe and healthy. Our website has extensive protocol information, and students sign the [Cornhusker Agreement](#). People are self-monitoring for symptoms through an app developed in partnership with University of Nebraska Medical Center in Omaha. The community is recommended to download the app and self-screen every day before they come to campus.

We have a test site on campus that is made possible through partnership with the State of Nebraska Test Nebraska program, and with our University Health Center. Lincoln-Lancaster County Health Department

receives test results from all testing in the County, including the campus test site, and can identify UNL affiliated cases for reporting as if we were our own city. We fully collaborate with Lincoln-Lancaster County Health Department (LLHCD) for contact tracing. Collaboration with LLHCD is critical for monitoring the data to identify any areas of concern, such as developing clusters in group living environments.



Collaboration and growth

The most amazing part of this process is the collaborative interaction between our team and the university's academic and research teams. We have a greater understanding of what they do, and, in return, the academic team better understands the support we provide beyond just cleaning and keeping buildings open. There is a newfound respect within relationships and academics appreciate the ability of our staff to leverage technology.

The trust built during COVID-19 removed some of the bureaucracies in place. Our chancellor and executive leadership team empowered us to make decisions, to create plans and strategies without micromanagement. The fundamental result is the tremendous growth of our staff who now have the experience to take ownership and lead and be innovative. It is a priceless transformation.

Written by Lalit Agarwal, Director, Maintenance & Utility Services, University of Nebraska—Lincoln, and currently serving as CAPP A 3rd VP.

CAPP A ELECTION 2020: Vote by Email

Due to COVID-19 and the cancellation of CAPP A Conference 2020, the election for the 2020-2021 CAPP A Board of Directors is being held via email. Primary representative (or their delegate) from each CAPP A member institution may vote on action items via email. **Please respond by Thursday, November 19.**

If you have any questions, please contact [Virginia Smith](#), CAPP A Secretary.

CAPP A Board of Directors 2020-2021

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**Mark your
calendar!**

Looking forward to *CAPP A ANNUAL CONFERENCE October 9—12, 2021*

RENAISSANCE HOTEL and CONFERENCE CENTER ~ TULSA, OKLAHOMA



BOOK NOOK: Review

A review of Scott Jeffrey Miller's *Management Mess to Leadership Success*

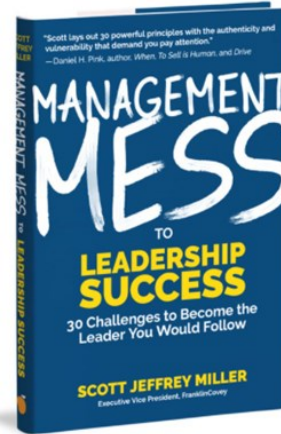
I was fortunate to have attended a webinar back in July, hosted by APPA, called "Failure IS an Option – From it Comes Growth" in which guest Scott Jeffrey Miller spoke on a few of the challenges to being a good leader that could be found in his book *Management Mess to Leadership Success*. I was so inspired by the points Mr. Miller expressed, that I just had to know more.

Management Mess to Leadership Success is broken down into three sections: (1) Lead Yourself; (2) Lead Others; and (3) Get Results. Each section's title sets the stage for the challenges to be presented. It is apparent in the setup of this book that to be a good leader you must first work on yourself before you work on how you lead others. Then, you don't stop there...you are also challenged to hone in on a clear vision and goals to lead by. And, let's not forget, "Celebrate wins!"

I've never been one for self-help books, but after Miller's presentation, and being a fairly new leader myself, I gave his book a chance. And it certainly did not disappoint. Miller's same energy and passion, and yes, even the humor I saw in his webinar presentation can be found in his book, as well, especially if you purchase the audiobook. His willingness to talk about his own experiences and even failures as a leader, highlighting in his words his "two steps forward, one step back journey," make the challenges entirely relatable, and drives a desire to improve upon one's own skills as a leader.

Miller's book tagline reads, "30 Challenges to Become the Leader You Would Follow;" and I have to say, the 30 challenges he walks you through in this book are perfect for both new leaders looking for guidance, and veteran leaders who may feel it is time to evaluate or improve upon their leadership skills.

By sharing his own journey as a leader, with its many ups and downs, Miller makes it easy to acknowledge one's



Scott Jeffrey Miller, Author

own areas in need of improvement, or even just some fine-tuning. Not only that, he walks through how to make that needed improvement through an activity he outlines at the end of each challenge.

Not sure how to lead a difficult conversation? Do it with good intent, practice, and asking the experts. With an activity outlining how to prepare and practice for a difficult conversation, step-by-step, it is guaranteed that practice will make perfect. Like Miller says, "If you want biceps, there is no shortcut. You've got to do the reps, baby!" (Challenge 12)

If you're looking at improving upon your leadership skills, or even if you're not, *Management Mess to Leadership Success* is a great resource for leaders at any level.

Management Mess to Leadership Success is currently listed as a #1 New Release on Amazon. Scott Jeffrey Miller is an executive vice president at FranklinCovey, and host of the webcast, podcast, and newsletter for *On Leadership with Scott Miller*. More information about Miller and his book can be found at managementmess.com

Written by Jeannie Knott, EFP, CAPP A member and Assistant Director of Facilities Support Services, Facilities Management, The University of Texas at Dallas

COVID-19 Resources & Guidelines

Don't miss APPA's [COVID-19 Resources and Guidelines](#), which include:

- Registration for future **APPA Town Hall Meetings** and **earn CEUs/certificates** for attendance
- APPA Town Hall Archives (**GREAT INFO!**)
- COVID-19 General Information
- Campus Emerging Practices (**CHECK THIS OUT!**)
- Federal/State/Regulatory Guide
- Business Partner Resources
- And MORE!!!

CAPPA Financials Staying Strong!

Despite the current financial distress many are challenged with across the country due to COVID-19, CAPPA's finances remain steady. You can rest assured that the folks representing the central region of APPA are making the best decisions regarding your membership dues that help support our organization. Our membership remains strong and we want to thank all the members for their continued support during this unprecedented time! Now more than ever, look toward CAPPA and APPA as your resources for the latest facility management insights. We are here to provide the knowledge and tools for all your needs.

CAPPA's committee members continue to look for ways to reduce expenses to keep our costs down. Expecting decreases in registration revenues due to the pandemic, we are keeping a close eye on our expenses, which has kept

our bottom line in check. While toolkits, conferences and annual meetings have been pushed out to future dates, CAPPA's Conference Coordinator Angela Mitchell worked with our venues to postpone the events without any financial consequences.

We continue to invest in our members by providing scholarships and coupons for the CEFP course. In 2019, we provided \$8K in scholarships and \$10K in CEFP discounts. Thus far in 2020, we have allocated another \$10K in CEFP discounts to our members. Our goal is to continue providing this financial assistance and giving back to our members.



Written by Jennifer Kindt, Director—Facilities Operations at South Dakota State University in Brookings, SD, and serving as CAPPA Treasurer.



Have you heard about the new app available for iPhone and Android?

This **ad-free app** allows **quick access** to the information on **APPA's website** that APPA/CAPPA members visit most often.

A **new feature** of the app is **APPAexch**, which offers a searchable compendium of **peer-to-peer sharing of expertise** in a discussion list format.

APPA365 is available for download through the **Apple app store**

Training Events & Webinars

- ⇒ **OCT 22:** [Webinar: Making BIM Work for You](#)
- ⇒ **OCT 23:** [APPA Town Hall—Looking Forward: Financial Ramifications & Impacts of COVID-19](#)
- ⇒ **OCT 28:** [Building a Mobile Workforce: Getting Decision Support into the Field](#)
- ⇒ **OCT 29:** [Scenario Builder Webinar Series—Session Three: Proposals & Projects](#)
- ⇒ **NOV 4:** [Optimizing Utilities: Digitally Transforming Network Management](#)
- ⇒ **NOV 12:** [HyperScale Data Center Commissioning and Construction](#)
- ⇒ **DEC 10:** [Conserving Energy Through Building Enclosure Commissioning](#)

Institute for Facilities Management

January 10-14, 2021

New Orleans Marriott

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Mark your calendar!

Looking forward to 2021 and **CAPPA ANNUAL CONFERENCE October 9—12, 2021**

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Your Hopes and Dreams Are Waiting



We advance through a series of milestones in our lives that generally include high school graduation, marriage, children, promotions, retirement, and death. I suspect that we balk at retirement because we somehow imagine that postponing the next to last step will defer the final one. That's a shame, because retirement can be the best stage of life. Work is overrated.

I had a rewarding career in Facilities Management that concluded with service to New Mexico State University as Assistant Vice President of Facilities, CAPPa as its President in 2015, and a term on the APPA Board of Directors. I was a recipient of the APPA Meritorious Service Award, and achieved the NMSU Award for Excellence. This all occurred as I turned 65 and completed 10 years of service to NMSU, thus earning retiree insurance. My boss, the Senior VP of Finance and Administration, and the President also retired. The signs were flashing that the time was right.

Yet, I was ambivalent. We get so much of our self-worth from our profession that I was not quite ready to turn in my keys. However, every single retired person I talked with wished they had retired sooner. All were pleased to learn how much less money they needed now that they weren't frequently eating out; and, every one of them was pleasantly surprised to find out how much less in taxes they paid. Each was glad to have time to spend with family and on hobbies.

The people who were still working advised me the other way, commenting that "I don't know what I'd do,"

"I need a few more years of earnings," and "I still have things to accomplish." Many of these folks were well past the requisite retirement age.

After a lot of thought, prayer, financial calculation, and discussion with many wise people, my wife finally convinced me that it was time. In March of 2019, we sold the house, moved into our RV, and took out across the country. At my retirement party, the Deputy Chief in the NMSU Fire Department told me that there were several occasions in which he was with someone as they lay dying, and he never had anyone express the wish to have spent more hours at work.

In fall of 2019, we settled in south Texas for the winter. I mentioned to my doctor that I had a small ulcer under my tongue, and she sent me to a specialist. That led to a biopsy, and then a life-changing conclusion: "You have cancer." I completed treatment in March of 2020, and my last MRI showed that the tumor had shrunk remarkably. I am now in for a lifetime of twice-yearly monitoring scans.

You will never have as much time as you think. In her poem, "**The Dash**," Linda Ellis writes that our gravestones record the dates of our birth and death but what really matters is what we do with The Dash – that time in between. As she writes,

*...So think about this long and hard;
Are there things you'd like to change?
For you never know how much time is left
That still can be rearranged...*

If your hopes and dreams are to enjoy a different aspect of life when you finish working, there is less time than you think. Plan now, and more importantly, think about holding your nose and just jumping in with us, the water is fine. Work is a phase of your life and not the most important one at that. I'm glad I learned that while I had time left.

Written by Glen Haubold. He and his wife ElizaBeth travel the country with their three dogs Izzy, Sugar, and Pepper in a 30 ft RV and chronicle their adventures here: <http://ghaubold.com/itinerant-rvers/>

*NOTE: A full copy of the poem, **The Dash**, by Linda Ellis, Copyright © 2020 Inspire Kindness may be found here: thedashpoem.com*

"Often when you think you're at the end of something, you're at the beginning of something else."

—Fred Rogers

**FROM THE EDITOR:**

Thank you to those who submitted articles, photographs and information to be included in the CAPP A Newsletter!

Please write and submit articles for the CAPP A Newsletter at any time for consideration. Preferred articles will be BETWEEN 500 words (ex: 1/2 page w/graphic or photo) and 1,000 words (ex: full page with small graphic or photo). Please include names and descriptions with photos. Graphics and charts are always welcome to help tell your story. If available, please provide a link to full articles. Email articles and photos to Newsletter Editor: jenny.cundiff@okstate.edu

What are you thankful for in 2020?

Every quarter, our CAPP A Board of Directors Newsletter Editor Jenny Cundiff solicits articles from the CAPP A membership. I invite you to share your thoughts...here are a few of mine:

- I AM THANKFUL for APPA's response to COVID, taking the lead for our industry.
- I am thankful for the 3 W's for safety: wear a mask; wash your hands; and, watch your distance.
- I am thankful for the 3 C's for our return to campus: be caring; be compassionate; and, be calm.
- I am thankful for our facilities' front line staff who are out there every day.
- I am thankful for the medical staff and 1st responders in my community.
- I am thankful for guidance from others.
- I am thankful for collaboration with my colleagues.
- I am most thankful for each one of you! What you do every day makes such a difference in the lives of your co-workers, your students, your staff and your faculty to ease their distress, not just during the pandemic, but always.

So, what are you thankful for in 2020? What do you look forward to in 2021? Share your thoughts with our Newsletter Editor, as we want to hear from you! Email jenny.cundiff@okstate.edu with your thoughts for the coming year.

~STAY SAFE AND HEALTHY!~

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