



From the President

Angela Meyer, AIA
 Director of Facilities Management
 Southeast Missouri State University

Greetings from Southeast Missouri!

"I am so grateful for the friendships that have developed and the opportunities that have been presented to me." Angela Meyer

For the last three years I have been working with a group of amazing individuals to organize and plan the first ever Joint CAPPA/MAPPA conference. I cannot begin to adequately express my thanks to Brandon Baswell, Maggie Hamilton and Angie Mitchell for all their help in pulling this event together. I would also like to thank our event planner, Liz Klostermann, with Meeting Expectations. She was a tremendous help to the planning committee.

A huge thank you to all the business partners who either sponsored events or exhibited. Without the financial support of our business partners, this event would be hard to accomplish. THANK YOU!!

With that, I am pleased to share with all of you that the Joint Conference was a huge success!!!!

The theme of the 2017 Annual Conference was "A Gateway to Better Facilities" and was held at the Union Station in St. Louis, MO. The breakdown of attendance is as follows:

- Total attendees – 539 out of 563 registered
- First Time Attendees – 189
- Business Partners with/without Booths – 116
- Higher Education attendees – 289 (148 – MAPPA, 129 - CAPPA, 12 – Non-HE)
- Business Partner attendees – 250

The joint conference hosted Academy on Campus-Level I, the Facilities Trainers Network, and offered 25 different educational sessions. There were multiple spouse excursions, a golf tournament and a tour of Washington University's campus in St. Louis. Our keynote speakers were Chad Pregracke (His vision to clean up the Mississippi) and Tim Selgo (Three Fundamentals for Successful Leadership).

On behalf of both CAPPA and MAPPA and the Conference Planning Committee, we would like to thank everyone who attended. We hope that you not only had a good time but also took valuable information home to share with your colleagues.

Moving forward, I would like to thank everyone for the opportunity to serve as your President for the 2017-18 year. I have been engaged in CAPPA on and off since 2002 but have more recently been immersed in what CAPPA/APPA has to offer. I have participated in the Emerging Professionals forum, Supervisors Toolkit, and graduated from the APPA Leadership Academy. I am so grateful for the friendships that have developed and the opportunities that have been presented to me.

This Coming Year at CAPPA

Here are a few of the plans I have for the upcoming year:

- Support the Membership Committee in increasing our membership.
- Further enhance CAPPA's participation at the APPA level.
- Lead an effort to engage the state chapters in conversation and participation.
- Increase the interest and participation in credentialing.

How Science Will Make You a Better Facilities Project Manager

Alright, facilities project managers, it's time to brush off your elementary school textbooks and up your PM game today.

My ten-year-old daughter recently received a birthday present consisting of 10 unique science experiments we could do in our very own home. (A note to the gift giver: "Thank you so much! I just LOVE presents that are for both the child AND their parents!")

Sarcasm aside, it has been both fun and a good conversation starter for us to discuss new topics. I've had to recall knowledge gained many years ago and locked away in the file cabinet named "You are a business major – this is the science stuff – move along – nothing to see here".

I bet many of you have a similarly named cabinet. The one only accessible for the surprising answer to a trivia night question.

As we began doing the experiments I came to a startling discovery; I use the scientific method. A LOT. Chances are, you do too. Don't believe me? (I sense your skepticism from here.)

OK, let's break out that folder, blow the dust off, and take a look. What exactly was that scientific method again?

1. Identify the problem.
2. Form a hypothesis.
3. Test the hypothesis by conducting an experiment.
4. Analyze the data.
5. Communicate the results.

I could write one thousand examples of how I use that method in my job as a product manager every day. But, let's take a look at the following generic example.

"Our customer base is frustrated by X. I think Y will fix it. Let's send out a survey to see if they agree. Yes, these survey results Z show they agree with me. Our development team is going to prioritize enhancement Y to fix problem X and our survey results Z support our actions. Next year we will send out another survey to see how happy they are with the provided solution and see if we hit the mark."

See the pattern here?

There's just no way around it. I think I may be a business scientist. You know what, though? I don't think I'm alone. Many of my friends within the Facilities Management

(Continued from page 1)

community are following this exact process every day.

As facilities professionals and project managers, you are presented with a problem and it's *your* job to come up with a solution. You form a hypothesis based upon the best information available, make an adjustment (management decision), and test that hypothesis by analyzing credible data on the back end. Finally, we communicate the level of success we have achieved through our changes and decide if further action is required.

You see? **You are a scientist and didn't even realize it!**

Now as a product manager I can't help but focus on two key parts in that previous paragraph.

There are two questions you should ask yourself as the newly recognized scientist you are: (1) Is your **IWMS solution** providing the information you need to make immediate, informed decisions and after having made those decisions, do you have the ability to analyze the effects of your actions? (2) Can you prove your decisions have made the impact you were hoping for?

See there? Your work is a science. Maybe you don't suit up in a lab coat and goggles, and maybe you haven't touched a beaker or Bunsen burner since high school, but you still apply scientific concepts to your job every day.

Keep looking to data to make informed decisions, and you'll find an A+ on your **facilities management** report card.

About Glenn: *I'm a software product manager for AssetWorks, specializing in **Capital Planning**, **Project Management**, and **Facilities Condition Assessment**. I received my Management of Information Systems degree from Auburn University after a six-year enlistment in the Navy. My twenty-year career as an enterprise system manager working exclusively with maintenance, design, and construction personnel earned my spot on the AssetWorks team in January of 2013. A persevering golfer and committed Tiger fan, I reside in Auburn, Alabama with my wife, Dr. Jennifer Wood Adams, and our two daughters, Harper Elizabeth, and Spencer Caroline.*

Content also appeared on the AssetWorks blog: <https://www.assetworks.com/science-will-make-better-project-manager/>

From the CAPPAs Professional Development Committee

SHARE YOUR IDEAS & ACHIEVEMENTS

MARK YOUR CALENDAR!

2018 CAPPAs EDUCATIONAL CONFERENCE - September 28—October 2, 2018

SPEARFISH, SD

Though the 2018 CAPPAs Annual Meeting and Educational Conference is almost a year away (Sept. 28—Oct. 2, 2018 at Black Hills State University) hosted by Robert Wall with the University of Arkansas at Pine Bluff, your Professional Development Committee is already hard at work framing the educational program.

The best presentations are those that speak to real problems and address the needs of facility staff just like you. If you currently have an issue, or have finally solved one, it is almost a certainty that one of your friends in the CAPPAs region is dealing with the same thing.

Upcoming Call for Papers

We will be issuing the "official" call for papers after the first of the year to solicit formal proposals for the educational program. But now is the time we want each of you to be thinking about how you can share your innovative ideas, significant achievements, fantastic failures, best practices, clever work-arounds, and success strategies. Every campus makes great things happen all the time. You see it every day. We need you to share those stories to help out your fellow facility professionals and get a little credit for your hard work!

New Presentation Options and Opportunities

Professional Development is also looking at shaking up the educational schedule to provide a variety of presentation formats. The thinking is that not every potential speaker may want to do a formal hour-long presentation. So let's provide some options!

- What if you had a single great best practice to share?
- An easy idea to save energy - or how to help make meetings more effective?

We are thinking about having short 30-minute "Slap Shot" sessions – quick and single topic focused. Just right for someone who may not be ready to be the master of the power point slide deck.

On the other end, we are considering a limited number of 90 minute "Power Play" sessions that would feature a deep dive panel discussion of some major strategic facility issue. Real success strategies for reducing deferred maintenance, Project Pros & Cons - which project delivery method is "best"?, etc. The approach would be to have successful organizations present their respective experiences, then facilitate open exchange with the room. We learn best when we learn from each other.

And to extend the hockey metaphor once more, possible "Face Off" sessions where we choose up sides, dig in and philosophically throw down on current facility conundrums. Our thought is successful organizations present their respective cases and experiences, then open it to the room for spirited discussion and debate. Topics could be:

- Zone vs Centralized Maintenance
- Sole Source Spec vs Open Bid Controls (or elevators or access controls or fire alarms)
- Contract vs In House Custodial, etc.
- Any topic that has sparked debate/s in your organizations.

What is the Key? YOU and your IDEAS!

You may not be ready to commit to participate as a speaker just yet – no worries. We will be back in early 2018 for some gentle arm twisting!

But what you can do now – and I would suggest have an obligation to do as a facility professional within our CAPPAs family - is to tell us what you need help with at your college or university.

Send your ideas or challenges to any CAPPAs Officer, Board Member, or those of us on the Professional Development Committee. Even if yours is a problem without the solution, then by us knowing, we are already half way there!

Don't hesitate to reach out and hope to see you in Spearfish!

Lee Mc Queen, Professional Development Co-Chair mcqueenlv@unk.edu
 Scott Turley, Professional Development Co-Chair lturley@uark.edu

Kansas State University Polytechnic Campus Adds Renewable Energy and Energy Saving Solutions

by Tim O’Kane, Marketing, Energy Solutions Professionals

Kansas State University Polytechnic Campus is nearing the completion of a major investment in sustainable infrastructure that will set the tone for future learning opportunities on campus. Kansas State Polytechnic engaged Energy Solutions Professionals (ESP) in early 2016, asking ESP to develop recommendations for renewable energy and more energy-efficient systems. The resulting energy audit found nearly two dozen unique opportunities, which Kansas State Polytechnic and ESP worked to pare down to the most needed and attractive solutions. The resulting \$2.8 million project was approved unanimously by the State Board of Regents.

A key feature of the project is two renewable energy technologies that will not only provide clean power to campus, but will serve as a teaching and instructional tool for students. A solar photovoltaic array and a wind turbine will now offset a portion of the electric use in the Student Life Center. Kansas State Polytechnic plans to leverage these technologies to attract new students who want to learn about green energy technologies.

Some of the other improvements include interior and exterior LED lighting, water saving devices, reductions in building infiltration, expanded and enhanced building controls, wi-fi programmable thermostats, variable frequency drives on motors, air destratification, new



Solar array on the Kansas State University Polytechnic campus

chillers and boilers, and conversion to variable refrigeration flow (VRF) heating and cooling in Technology Center West.

ESP is also providing customized conservation training and energy guidelines to staff and students in order to build awareness around campus about how each individual can contribute to saving energy on campus, and at home.

In total, the project will save the University nearly \$137,000 annually on utility and operating costs. The campus’s carbon footprint will be reduced by 2.7 million pounds of CO₂e annually, which is equivalent to the electric use of 184 homes each year. [Learn more...](#)

Why Communication and Transparency Are So Important to Your Bottom Line

By Shelley Armato, CEO MySmartPlans



While working with project teams across the globe over the years, we have asked several facilities managers, “What is the key to great construction projects?” One of the most popular responses nearly everyone seems to agree with is, communication.

We agree. Communication, or how we express our positions, interpretations and requests is the key to success on construction projects. This is not theory. It has been proven. A study done by MIT’s Human Dynamic’s Laboratory showed that communication was not only the number one predictor for success above all other variables—more than education, experience, etc.—but that certain modes of communication were more effective and led to higher degrees of success than others. Therefore, we likely all agree on the importance of communication for building high-performing teams. But if we know that communication is so important, then why do we screw it up so often? Communication and transparency are an enormous part of a successful construction project.

Ask yourself this - Is my company doing all it can to open the lines of communication across all channels of the industry? Do we have processes and procedures in place to be able to access critical documents and information at the click of a button?

The answer is almost always no. It’s time to do better and not let the terrors of construction madness drive your business into the ground.

Organization is key.

In construction, you NEED an archiving system designed for best practices, efficiency and quality control. Here are some tips for document management:

- Start at design. Don’t wait until you have a mass of documents to plan their organization.
- Follow naming standards – Consider American Institute of Architects, International Organization for Standardization, National Institute of Building Standards, Construction Specification Institute’s Uniform Drawing System.
- Use a consistent methodology for organizing. Good methods allow for logical organization of very complex systems into subsets, specialties, disciplines and other categories.
- The organization contributes to efficiency, productivity and quality control.
- Be transparent.

By using a third party solution, one unit of resource spent in the beginning will guarantee the reduction of expenses up to ten times greater – compared to ordinary (all possible uncertainties included) implementation on a construction project.

The problem with information exchange between project participants can be solved using a real-time service, providing visibility to all parties. Disciplined management of the project can help to administer risk and uncertainties, reduce project expenses or time needed for implementation, and improve quality of the final result.



“A lack of transparency results in distrust and a deep sense of insecurity.” ~Dalai Lama

The High Cost of Deferred Maintenance

By Jay Pearlman

Both daily service and planned maintenance budgets have increased steadily in recent years, but campus maintenance needs continue to mount for many institutions. Many higher education campuses across the country desperately need to address mounting deferred maintenance backlogs. However, many of these institutions opt to allocate capital to more visible programs, leaving maintenance needs unmet for far too long. The resulting deferred maintenance may save money in the short term, but in the long term can lead to higher costs, as poorly maintained systems burn out before their expected end of life.

In some cases, funds to address deferred maintenance projects are simply not there, as many institutions continue to rebound from the economic downturn of 2007 to 2009. But in all too many instances, facility managers are unable to make the case for funding this necessary maintenance.

The first step to solving this problem is ensuring that the key decision-makers have an accurate understanding of the high cost of deferred maintenance.



Competition for Capital

Before presenting the facts to financial decision-makers, it's important that facility managers understand what they're competing against.

The three biggest expenses for higher education institutions are financial aid, faculty compensation and facilities. Financial aid and faculty salaries take the lion's share of the campus budget. These are necessary expenditures for attracting quality faculty and students. Although facilities are equally critical, this department rarely gets the attention — or funding — the other departments enjoy. Maintenance needs, seen as behind the scenes, seem the simplest to push off.

Unfortunately, the lack of funding for facilities makes it challenging for facilities managers to make necessary upgrades and perform the routine preventive maintenance that keeps these buildings attractive places to live, learn and work. Maintenance delays only worsen the issues that come from aging infrastructure.

More challenging yet, enrollment trends are increasing the competition for funding on campuses. In areas where college and university enrollments are seeing declining or stagnant numbers of high school graduates, many institutions are dealing with unexpected amounts of unused space. And in states like Texas and Utah, where enrollments are facing unprecedented increases, capital is being spent on new solutions to relieve overcrowding.

Costs Become Higher Costs

Many institutions have also seen maintenance backlogs rising, putting added pressure on aging facilities. Virtually every campus across North America has a backlog of deferred maintenance. However, maintenance can't be deferred forever. When critical systems from roofing to HVAC to electrical are not upgraded or even serviced on a regular basis, institutions are increasing the chance that today's problems will grow worse tomorrow.

The bigger problem caused by a growing maintenance backlog is that deferred costs ultimately lead to higher costs. This is because when facilities systems receive less preventive maintenance than advised by the manufacturer, these systems will break down well before their projected replacement date. Frequent emergency repairs and more rapid replacements are far more costly than planned maintenance when viewed in the long term.



prioritizing the areas most in need of improvements. These metrics also can be useful in communicating the need for facilities funding. It's up to facilities managers to present their challenges and clearly communicate a path forward to board members, trustees and other key decision-makers.

Address Deferred Maintenance

It's understandable that many campuses have had to push back maintenance on their buildings and systems. Unfortunately, the annual maintenance backlog will only continue to grow, even if the available capital does not. At some point, these problems will need to be solved. With a clear understanding of their department's needs and a clearly stated plan forward, facilities managers will find they can contribute to campus savings.

Jay Pearlman is associate vice president, marketing, at Sightlines. He has been with the company since its inception in 2000 and has played a variety of roles, including those in operations, business development, quality control and product development.

Prepare & prevent instead of repair & repent.

ALERT: Business Email Compromise Scam

Source: BB&T Payment Solutions/Fraud Prevention

According to a recent publication by BB&T, the FBI has reported losses to a business email compromise scam in all 50 states. In the United States alone, more than 14,000 companies have lost in excess of \$961,000,000.

This scam involves business email in which payment instructions are received from your boss, company executive or vendors by email. Those committing this type of fraud have been very successful at impersonating administrators, peers and vendors in an attempt to get businesses to send them wire and ACH transfers. The email request from fraudsters looks like regular correspondence and can even be inserted into an ongoing conversation with a sense of urgency, urging you to help your boss or vendor.

What Can I Do to Protect My Company?

Here are four steps you can take to protect your company or educational institution:

1. Always verify email requests for wire or ACH transfers by performing call backs to the other parties on known numbers to validate.
2. Don't be afraid to question a payment. A one-minute phone call is all it takes to protect your company or educational institution from loss.
3. Create policies and procedures for ACH and wire transactions for your organization.
4. Schedule a meeting with your team to share this information.

For more information about this scam, contact: [BB&T Security Central](#) or [Federal Bureau of Investigation \(FBI\)](#)

Solar Microgrids: Your Energy, Under Control

By Ryan Stout, National Solar Developer with Performance Services

The concept of the electrical grid in the United States dates back to the 1920's when utility companies joined forces to contribute to peak load coverage and provide facilities with a stable source of power. The utility-grade electrical grid that is present today works as an interconnected system of power plants that generates electricity which is then sold to facilities.

While this system has worked for almost a century, facility owners are now subject to fluctuating utility prices due to the costs of non-renewable fuel sources and environmental regulation. Microgrids are localized energy grids that help facility owners take control back from the traditional grid, maintain a stable flow of power, and lock in utility rates. Microgrids work well for facilities that are 75,000 square feet or larger. Here are some of the basics about microgrids. [Read the entire article.](#)



New Wellness Program Benefits Facilities Management Employees

By Michaela Gleason, Oklahoma State University

Oklahoma State University Facilities Management and the OSU Department of Wellness have collaborated to implement a program called Work Readiness, which involves stretch training to improve employees' safety and wellness.

Facilities Management has one of the largest staffs at OSU with 35 shops under six departments. For most of its employees, the workday includes physically demanding tasks that require a lot of movement and heavy lifting. Work Readiness was developed to prepare employees for daily work activities, emphasize safety, improve communication and promote wellness.

"My hope is that this program demonstrates how we truly care about our employees' overall health and wellbeing and are serious enough to try to help," Joey Keel, senior human resources generalist, said.

Work Readiness begins in the morning during a daily meeting within each department or shop. The stretch-training sessions last about four minutes and rotate throughout the week from upper to lower body or any specific stretch that applies to the unique movements workers in different departments perform. While employees warm up and stretch, the meeting is also used to discuss human resources updates, facilities management announcements and specific work duties. All personnel are required to attend the meeting, but participating in the physical activity is voluntary. [Read the entire article.](#)



Oklahoma Chapter of APPA (OACUPPA) Update

The Oklahoma Chapter of APPA (OACUPPA) held its fall meeting on Friday, October 13th at OSUIT in Okmulgee. Mark Pitcher (Director of Facilities at OSUIT) and his staff hosted the meeting. A morning educational session on LEED Ceiling Products/Systems was followed by a presentation on OSUIT's newest Student Housing project named GOPO (Grand Old Post Office).

Following a great lunch provided by the School of Culinary Arts, Mark provided a tour of the GOPO project. The project converted the old post office building in downtown Okmulgee, built in 1918, to a student apartment/loft facility. The building is set to open for the spring semester in January 2018 and will house 75 students. Each apartments/loft is unique and was constructed with modern amenities and yet

many features of the original building were retained. OSUIT's president, Dr. Bill Path, shared with OACUPPA educational members and business partners, how this distinctive project strengthened ties with the Okmulgee community while providing much-needed additional student housing for the college. OSUIT hosted an open house at the GOPO on the afternoon of November 28th for anyone wanting to see the facility.

OACUPPA meets twice per year, normally in October and April. For more information about how to get involved with OACUPPA, contact current president John Wood, Associate Director of Physical Plant at the University of Tulsa at john-wood@utulsa.edu

Impacts of Improving Building Energy Management

Increasing awareness of global pollution levels, human impact on the environment, and energy efficiency has contributed to the steady growth of the global energy management systems market. Statistics compiled by Transparency Market Research (TMR) show:

- Estimated revenue during the forecast period of 2015- 2023 is \$36 billion at 13.4% Compound Annual Growth Rate.
- Commercial buildings in North America alone have a 40% annual energy consumption share.
- The iron and steel sectors make up 20% to 25% of energy consumption in total production cost.
- Implementing energy management in commercial structures in the US is worth US \$40 billion.

Regions such as North America and Europe, as well as emerging economies like India and China are looking toward energy solutions and energy sustainability. With governments across the world passing several regulations, introducing policies, and offering incentives for industries, the following benefits of an efficient energy management system far outweigh initial costs, and can improve building management and control.

Lower Operating Costs and Higher Accessibility

Utilities are increasingly working with tech companies to convert innovative products into smart and real-time energy resources. For example, AEP Ohio had teamed up with Powerley's home energy management solution to provide greater energy control for its 1.5 million customers through different mobile, wearable, and home tech devices. Similar collaborations for commercial buildings can spur genius innovation of new technologies, also reducing operating costs and improving accessibility, which would yield greater savings and better building control.

Reduced Carbon Emissions

For the first time in 40 years, electric power plants in the U.S. recorded a 5 percent reduction in carbon emissions. According to the U.S. Department of Energy, this is due to investment in energy-efficient technology, an industrial shift from coal to natural gas, as well as adoption of renewable energy sources like wind and solar. Helping the environment is always a healthy practice, as it also ultimately helps reduce long-term maintenance costs.

Increased Safety and Security

Since the Great East Japan Earthquake of 2011, Japan's Ministry of Economy, Trade and Industry has invested in secure energy measures. The Kyocera Corporation's plan to explore a new phase of virtual power plant (VPP) testing boosts these measures through remote management of energy supplies, renewable power generation of facilities, and integrating distributed power resources. By using an energy management system, the VPP functions as a safe and reliable source of energy for consumers. Initiatives like these can help your buildings as well, and BCS can help determine whether your operations could benefit from making such changes.

Greater Efficiency and Management

Companies experiencing power disturbances such as lightning strikes, voltage sags, and harmonics benefit from an efficient energy management system. With traditional rotating generators being replaced by more innovative energy technology, Commercial and Industrial (C&I) sectors, utilities, and government agencies are looking for diagnostic and monitoring tools to create and manage efficient energy solutions.

Submitted by Building Controls and Services, Inc. (BCS) from: <https://bldgcontrols.com/blog/impacts-of-improving-building-energy-management>



“Energy cannot be created or destroyed, it can only be changed from one form to another.”

Albert Einstein

“The greenest electron is the one not generated.”

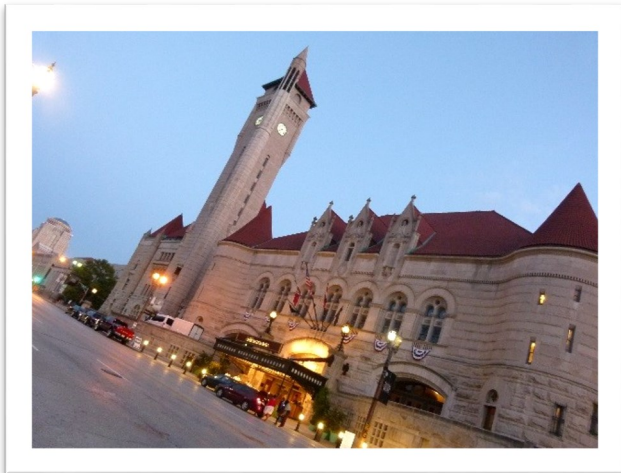
Hansen, Shirley. “The Credibility Gap.” *Strategic Planning for Energy and Environment*, Vol. 31, No. 3, 2012.

CAPPA/MAPPA 2017 Annual Conference at a Glance

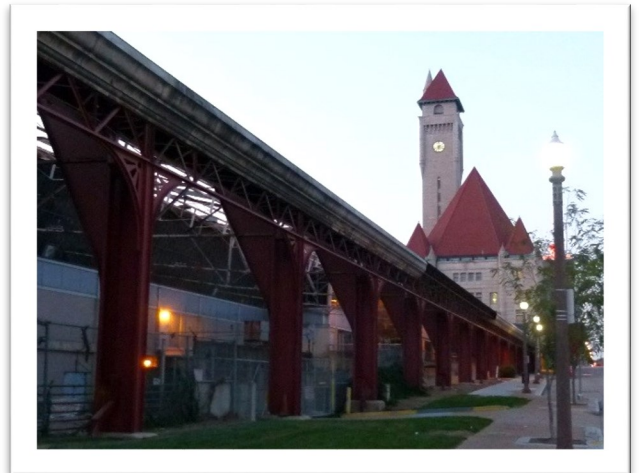


From September 17-21, CAPPA and MAPPA hosted the first joint annual conference in St. Louis, MO. Our goal was for all those attending to enjoy fantastic networking opportunities and take back new ideas to their campuses. There were a wide range of topics presented in the educational sessions and over 100 exhibitors willing to share their product and best practice information.

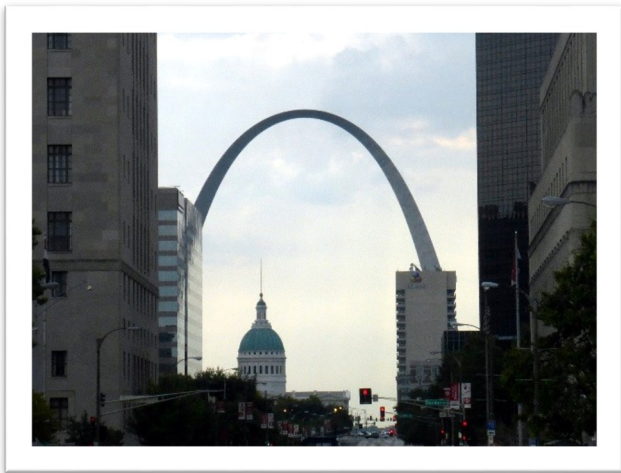
Photos courtesy of Miles Abernathy



The St. Louis Union Station Hotel



The train terminal at Union Station



The St. Louis Arch



Name badges and giveaways galore!



2017 CAPPA/MAPPA Conference Planning Committee
L-R: Maggie Hamilton, Angie Mitchell, Angela Meyer, Brandon Baswell



Registration Staff
Conference attendees received a warm welcome from these staffers.

APPA Honors CAPP A Member with Meritorious Service Award



Shelton Riley, Director of Facility Services, Physical Plant, for Texas Christian University (TCU) in Fort Worth, was awarded APPA's Meritorious Service Award in July 2017 at the APPA National Conference 2017. Riley has been with APPA for 11 years and accepted his first leadership position in 2009. In an article featuring Riley in the Sept/October issue of *Facilities Manager* magazine, appreciation was expressed for Riley's numerous accomplishments and many years of service. Glen Haubold stated, "Shelton has served the DFWAPPA/TAPPA/CAPP A family of APPA at nearly every service level."

CAPP A wishes to acknowledge Shelton Riley as an outstanding member and contributor to the organization.

CONGRATULATIONS, SHELTON RILEY!



The 2018 CAPP A Board

Opportunity to Earn Credentials



Need a new challenge for 2018? Don't miss the opportunity to earn professional credentials with APPA. Special discounts are available to CAPP A members to help them achieve the only facilities credential specifically focused on professional development for those working in educational facilities.

The APPA Credentialing Course is a 90-day (13-week) online course designed to help you prepare for either the CEFP or the EFP exams. To clarify, the EFP is designed for those with less than five (5) years experience in the educational environment; whereas, the CEFP is designed for those with over seven (7) years experience and a desire to become higher level managers or administrators. The Certified Educational Facilities Professional (CEFP) credential represents the highest standards of performance and understanding in educational facilities management, including the principles and practices related to:

- Planning
- Design & construction
- Daily operations
- General management

The CEFP curriculum includes two core instructional components: 1) CEFP Professional Development Course, and (2) Customized Interactive Learning (CIL), to help track your learning and prepare you for the exam.

For more information, contact Kelly Ostergrant, Credentialing Coordinator at kelly@appa.org. You may also visit the APPA Credentialing [website](#) or [download the brochure](#). Wondering why it matters? [Read more!](#)



FROM THE EDITOR:

Thank you to all who submitted articles and photographs 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 300 words** (ex: 1/2 page w/graphic or photo) and **700 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



Image Source: <https://socioboard.org/blog/5-tips-for-building-an-engaging-linkedin-group/>

