



From the President

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

CAPPA's spring Board Meeting was held in Austin, TX this year during the TAPPA conference. The Board meeting was good and decisions were made but I would like to focus my attention on giving a big Shout Out to TAPPA. What a well-organized and well attended event!

While at TAPPA, I had the opportunity to attend several educational sessions which have put me in contact with the right people to make some changes on my campus; but, the presentation that continues to stand out in my mind is the keynote presentation by Curt Steinhorst with The Center for Generational

Kinetics.

Mr. Steinhorst was spot on with his presentation, and I fit the description of a Gen Xer to a T: *"Often skeptical; very loyal; and hates surprises at work."* I also find myself trying to bridge the gap between multiple generations. While this is certainly not unique, it has definitely tested my supervisory skills. Making a concerted effort to understand and manage multiple personalities, ages, etc. can be extremely exhausting; yet, I can't imagine doing anything else.

I chose a career in Facilities Management to make a difference—to use my architectural skills, but also my people skills. My people / leadership skills have been extremely important over the last seven months as I have worked to ease the pain of departmental restructuring and layoffs due to budget cuts. I can't say enough about the importance of participating in APPA's Toolkit Supervisory Training, as well as the Leadership Academy. These two programs have been instrumental in who I have become.

As the CAPPA and APPA annual conferences quickly approach us, please considering attending. Participating in the educational sessions and offered trainings not only helps you, but helps your institution as well. I hope to see you in Washington, D.C. in August and in Spearfish, SD in September.

"I can't say enough about the importance of participating in APPA's Toolkit Supervisory Training, as well as the Leadership Academy."

~ Angela Meyer

UPCOMING EDUCATIONAL OPPORTUNITIES (see page 2 for more information)

Sept. 29—Oct. 2 Academy on Campus Level 3: *Managerial Effectiveness Skills*; Spearfish, SD



From the CAPPA Senior Representative to APPA

*Glen Haubold
Associate Vice President for Facilities
New Mexico State University*

In the last newsletter, I shared that a chief facilities officer wrote me, *"We are at a critical crossroads in facilities management. As Senior Facility Officers (SFO), we not only face major budgetary challenges, the optics of having a long lustrous career as an SFO are changing. Our challenges continue to change, and our skill sets in many ways are being challenged by corporate leadership."*

I had closed with, *"knowing that there are exponential changes coming in the way we operate, maintain, and construct our campus facilities, is there a future in facilities as a career anymore? And if there is, what does it look like? Can it be satisfying instead of frustrating?"*

I was struggling with how to frame the continuation of this article until I sat next to Ian Hadden of the University of Arkansas at Little Rock (UALR) on the plane to Austin for TAPPA. In case you didn't know, Ian, Angela Meyer, Robert Wall, and many others on the CAPPA executive committee are the future of facilities management. I am a very positive person, but until I visited with Ian, I was getting hung up on the negatives. This conversation was followed by more reflection at the CAPPA XC meeting.

In a nutshell, colleges and universities are returning to the situation where I started my career with a wide gap between the "haves" and "have nots." That's not surprising after some thought, because it was in the 1970s that the "haves" were subsidizing Athletics and Housing. Later, the state legislatures mandated that educational funds could only be used for academic support, and that as a general rule, Athletics and Auxiliaries had to earn their own way. Now that state funding has declined, we are all reliant on tuition, with enrollment and retention being the watchwords. With the children of the baby boomers past college age – our sons and daughters – there are simply not enough customers to go around.

It is also undeniable that higher education has collectively allowed costs to spiral out of control. As much as we may wish to deny it or point out that in most cases facilities management is funded at levels below where it should be, the physical plant is caught up in the cost-cutting frenzy that many institutions are experiencing.

Just as the income gap continues to polarize the nation, this situation will grow worse before it gets better. The "haves" will keep building exciting new facilities that attract additional students and the "have nots" will continue with program reviews and strategic position eliminations, if they are thoughtful, and radical cost cutting when they are not. I attended an APPA Information and Research Committee meeting when Peter Strazdas gently chided the members for paying more attention to the problems of

(Haubold—continued from page 1)

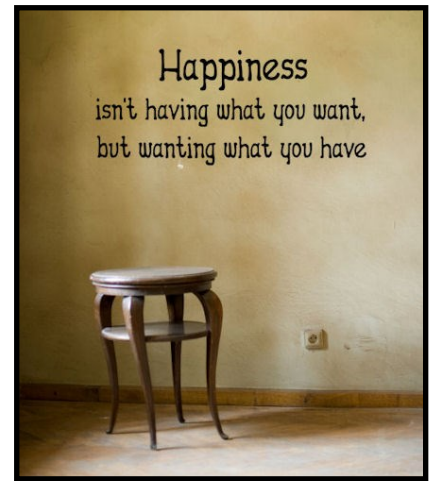
schools that are expanding than to those of the rest of us who are contracting.

If you're fortunate to be employed at a school that is growing enrollment and still expanding, count your blessings and keep watching costs, because your day may come. More likely, if you find yourself at a "have not" experiencing rough financial times and/or enrollment contraction, first of all, know that this is most of us. Consider how you can help guide your school to becoming the best smaller university it can be.

For us to be successful in facilities, we not only have to accept, but we have to buy-in to our employers' mission. One reason our field has seen such success from former military personnel is that, in particular, they understand "mission change." We must shift the way we have thought for years. If an overly compassionate progressive discipline process and/or union rules make holding personnel accountable, or high fringe rates drive labor costs up, embrace outsourcing instead of holding on for dear life. If monetizing an asset, like plant and equipment, can make needed cash available when there is no other alternative, be the person who thought of it instead of the one who lays down roadblocks. Think differently.

As our chancellor says, anyone can manage in good times. Recognize that this is when you demonstrate your management and leadership skills, and facilities management needs good people now more than ever. Our staff deserve leaders who can help them through tough times, and they are counting on you. To paraphrase, "Happiness isn't getting what you want, it's wanting what you get."

(Original quote shown above by Rabbi Hyman Schachtel)



From the CAPPAs Professional Development Committee

Fall 2018: Academy on Campus Level 3

MARK YOUR CALENDAR!

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

SPEARFISH, SD

UPCOMING EDUCATIONAL OPPORTUNITIES

Sept. 29 – Oct. 2 Academy on Campus Level 3: *Managerial Effectiveness Skills*; Spearfish, SD

LEVEL 3: Managerial Effectiveness Skills

DATES: September 29th - October 2nd, Spearfish, South Dakota

Academy on Campus Level 3 will be offered as part of the 2018 CAPPAs Conference. Watch the CAPPAs website or your inbox for registration information.

In this level, participants develop and strengthen leadership skills while learning basic principles for organizational and managerial effectiveness. Attendees experience a dynamic learning environment utilizing engaging discussion groups, learning games, discovery exercises, synergy, and project collaboration. The content of this program complements and builds upon the individual skills learned in Level 1 and the interpersonal skills developed in Level 2.

You won't want to miss this year's conference themed "Facing the Built Environment." Contact Robert Wall at wallr@uapb.edu or Randy Culver at randy.culver@bhsu.edu for more information about the conference.

Academy on Campus (also known as Leadership Academy) has been developed for, and focuses on, the educational institution's administrative professionals. These include: facilities staff, buyers/purchasing agents, business/finance professionals, and auxiliary services professionals. The program is designed in levels, with each level emphasizing a different perspective and type of leadership skill.

Leadership Academy is a 5-day, dual instructor offering of APPA. Academy on Campus provides the same information to smaller groups in a 4-day, single instructor session. It can be hosted by regional or state chapters, or individual schools; and, hosting Academy on Campus at your school or state chapter is easier than you think. Contact CAPPAs Professional Development for more information:

Lee Mc Queen, Professional Development Co-Chair mcqueenlv@unk.edu

Scott Turley, Professional Development Co-Chair lturley@uark.edu

Supervisor's Toolkit Offered

APPA's "Supervisor's Toolkit: Nuts and Bolts of Facilities" will be offered Tuesday, July 24 through Friday, July 27, at the University of Arkansas at Little Rock. This exciting new training program is specifically designed for the facilities management professional, and includes seven training modules to be covered over the course of four days. It is a structured, open-ended and pragmatic approach to developing supervisors and is uniquely tailored for the education facilities professional. The cost of this course is \$425 for APPA/CAPPAs members or \$525 for non-members. For more information and to register, hit "Ctrl-Click" on this link: <https://www.appa.org/training/toolkit/index.cfm>

Supervisor's Toolkit

Nuts and Bolts of Facilities Supervision

Tuesday, July 24—Friday, July 27, 2018

University of Arkansas—Little Rock

[REGISTER NOW!](#)

Green HVAC Systems, Energy and Old-Fashioned Maintenance

Although there are major improvements that can significantly lower your utility bills such as changing your roof color or installing Energy Star-rated air conditioning units, there are also ordinary ways to ensure you are having the lowest environmental impact possible. For example, many homeowners are not aware that a basic maintenance and inspection appointment from an HVAC specialist can significantly lower their utility bills in unexpected ways, and saving energy is a cornerstone of green living. In other words, it pays to have regular maintenance for your HVAC unit if you use your air conditioning frequently for your utility bill budget as well as your carbon footprint.

Cleaning your HVAC machine saves utilities

One of the most significant things that surprises property owners is how much their utility bills can rise if the outside unit is covered with dried grass from a lawnmower. Other issues that can cause your HVAC motor to draw utilities at a higher rate is not being well-oiled and having compressor coils full of dust or dirt. Finally, cleaning filters and air ducts will keep your motor from pulling too hard against air filtering devices that are too clogged for air to flow freely.

One money-waster an HVAC specialist can pinpoint

Another major issue that will cause your HVAC unit to increase utility bills is having the outside unit resting on a surface that is not level. This happens often because many property owners want to surround the outside air conditioning unit with something that makes it obscured from the curb. Over time, roots can grow under the compressor unit and cause it to tilt. When the compressor is tilted, it draws more electricity than usual and homeowners or property owners will see a dramatic increase in their bills.



Submitted by Katelyn Calderwood, Building Controls and Services, Inc. (BCS). Email: kcalderwood@bldgcontrols.com

Earn APPA Credentials



Need a new challenge for 2018? Don't miss the opportunity to earn professional credentials with APPA. Special discounts are available to CAPPA 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!](#)

Support for Unsung Heroes in FM

By Ron Tarbutton, Chief Facilities Officer, Oklahoma State University

If your facilities management organization is like mine, you have probably noticed that some departments are more likely to get "kudos" recognition from your customers for the fine work that they do than other departments. It probably is not just because some departments are better or harder working. It could be because they are more customer facing. The unsung hero departments that work behind the scenes to enable others within facilities management to do great things in front of the customer do not often get the recognition they deserve. Imagine how hard it would be to operate without the support of your administrative assistants, purchasing, warehouse,

payroll, accounting, IT, utility plant operators and other support personnel. Take the time to acknowledge and show appreciation to your "unsung heroes" for their support of your facilities management organization. We could not complete the work on campus without their invaluable support.

APPA also recognizes the importance of individual(s) who work tirelessly for their region, chapter, and/or the profession, but who have gone unnoticed to date. These individuals are recognized as "unsung heroes" during the awards ceremony at the APPA Annual Conference, and they are further recognized at their regional or state conference.

"Showing gratitude is one of the simplest, yet most powerful things humans can do for each other."
~Randy Pausch

Managing Your Maintenance Plan

All too often, the first recourse for higher education institutions struggling to manage costs is to trim maintenance spending. Yet this strategy can be a particularly dangerous trap for smaller schools. Poorly maintained campuses can actually deter enrollment, adding to the ongoing financial struggle and pushing these schools to further defer maintenance.

Small colleges ready to take a more forward-looking approach to managing these seemingly overwhelming costs will find that it is possible to get more out of carefully-planned operational spending. The first step is to strategically, and proactively, address the causes behind deferred maintenance.



Image Source: [Al Jallof Computers, LLC](#)

Identify where to dig deep for cost savings

You've likely heard the saying, "low-hanging fruit often grows back." Such is the case with deferred maintenance. When you spend money on repairs that don't address the reasons for regular failures, these problems will only continue—and ultimately, grow over time.

Here's a simple example: Maintenance staff are constantly responding to calls to lower the temperature in certain buildings. The attention paid to this "low-hanging fruit" not only wastes time, but it leads to increased spending on energy bills as well. Digging deeper into the reasons behind these frequent calls could be as simple as changing clogged filters more frequently. This solution may require more upfront spending on filters but it ultimately provides operational savings through reduced energy usage.

Schools that don't address the root causes behind their deferred maintenance will find that their rate of deferral will only continue to grow—and those higher costs may not be sustainable over time.

When looking at these problems on a larger scale, it's easy to see how deferred maintenance could be devastating for a smaller institution. Should building systems fail, they can potentially cause problems that impact an institution's ability to compete for applications. In the event of a life safety system failure, for example, the resulting building closure may prove to be a setback from which a small school will find it impossible to recover.

By adopting a preventative or predictive maintenance plan, that applies regular time- or data-based upkeep to building systems, schools gain control of their operational costs. Expenditures become more predictable, and savings can be more easily identified. Before long, the switch from reactive to proactive maintenance can lead to cost savings that can be applied to larger projects that lead to even more significant returns.

Create a plan for ongoing funding

Applying those savings to larger projects requires a funding strategy that supports this proactive maintenance planning. By establishing an annual stewardship program, schools commit to funding recurring maintenance and improvement projects. Such programs set up the capital necessary to maintain building systems appropriately and ensure they meet (or exceed) their expected lifecycle. This funding might be used to improve upon existing assets or to perform scheduled maintenance.

By incorporating cost savings and increasing annual stewardship spending long-term, schools can continue to decrease daily service costs. Through this planned spending approach, higher education institutions can slow the rate of deferred maintenance and ultimately push out the long-term capital liability of their space.

Returning to the example described above, it's worth noting air handling units that have to work harder to circulate air on a long-term basis are going to fail sooner than well-maintained systems. The cost of more frequent replacements could be offset by a switch to more proactive maintenance that is supported by an annual stewardship program.

With a proper stewardship program, these systems can be replaced less frequently, lowering future capital needs.

Get the team onboard with proactive maintenance

This is not a switch that can be made by a facilities manager alone. Transitioning from a reactive to a proactive maintenance program will demand a culture shift from the entire maintenance team. This switch may require new skillsets or create changes in expected day-to-day activities. It's important the entire team understands how these changes—and their actions—are helping the institution to succeed with its goals.

This approach also depends on support from financial decision-makers. By presenting the business case for investing in campus facilities, and a clear plan of where to apply expenditures to achieve cost savings, the facilities department can gain allies in the case for campus improvements.

Submitted by Gabby Branch, Marketing Coordinator, Hinge Marketing

DO YOU KNOW? If you are a fan of trivia games or want to test your facilities management know-how, check out the weekly facilities quiz question based on content from APPA's Body of Knowledge on the APPA website: [Check Your Knowledge](#)

TIP: Scroll to the bottom of the web page for the one-question quiz.

"We cannot solve our problems with the same thinking we used when we created them." ~Albert Einstein, theoretical physicist

Source: <https://www.iofficecorp.com/blog/a-fresh-start-10-inspirational-quotes-for-facilities-managers>



About This Year's Conference Hosts

This year's CAPPA conference is being hosted by two outstanding universities: [The University of Arkansas at Pine Bluff](#) (UAPB) and [Black Hills State University](#) (BHSU). UAPB is a land-grant institution established in 1873 as a public comprehensive HBCU 1890 Land-Grant institution dedicated to providing cutting edge research, teaching, outreach, and service programs responding to the needs of the state and region.

Local host Black Hills State University is a 134-year old institution that sits on 123 acres and consists of three colleges, has more than 4,000 students and is the regional leader in sustainability efforts. Spearfish is among the top ten most livable small towns in the U.S.

The collaboration of these two excellent universities ensures a great CAPPA conference for 2018.

Mark Your Calendars for the

2018 CAPPA Annual Conference

*in
beautiful Spearfish, South Dakota*



Destination for Fun

Popular Attractions

DC Booth National Historic Fish Hatchery
 Matthews Opera House
 Spearfish Art Center
 High Plains Western Heritage Center
 Spearfish Rec and Aquatics Center
 Termesphere Gallery
 Spearfish Canyon National Scenic Byway

Central Location

A midway point between Mount Rushmore National Memorial & Devils Tower National Monument

Outdoor Recreation

Hiking & Nature Walks
 Mountain & Road Biking
 Rock Climbing
 Fishing & Hunting
 Horseback Riding

Preferred Lodging

Affordable lodging at more than 30 hotels, resorts & campgrounds



For more information on attractions and events in Spearfish, visit our website at www.visitspearfish.com or call us at 866-349-2576.



D.C. Booth Historic Fish Hatchery



The Hatchery's colorful history, pristine setting and century-old buildings are preserved as an educational center devoted to fish culture. The hatchery grounds include original ponds, underwater viewing areas, a museum and gift shop and much more. Grounds are open from dusk to dawn with no admission fee.



High Plains Western Heritage Center

Founded in the 1970s by two local ranchers, the High Plains Western Heritage Center honors the old west pioneers of South Dakota, North Dakota, Montana, Wyoming and Nebraska with furnished log cabin, rural schoolhouse and antique saddle and blacksmith shop.

CAPPA Takes the Lead

APPA held online elections March-April 2018 to select the APPA 2018-2019 Board of Directors. Following the elections, statistics were calculated by region, and it was clear that CAPPA lead the way in the percentage of those casting ballots.

As a member of CAPPA, if you are unsure who the Primary and Proxy voters are for your campus, please contact any CAPPA Board Member for more information.

2018 Election Returns by Region—FINAL			
This report displays the current voting percentages by region.			
Region	# Eligible	# Voted	% Voted
International	23	0	0.00%
CAPPA	133	56	42.11%
ERAPPA	345	82	23.77%
MAPPA	193	54	27.98%
PCAPPA	169	29	17.16%
RMA	85	31	36.47%
SRAPPA	207	57	27.54%

As we look to the future, CAPPA members are encouraged to increase our voting percentages to 45%, maybe even set a goal of 50%, as CAPPA continues to strive toward full and active member participation.

And in other news...

David Handwork, Arkansas State University was elected as 2018-2019 APPA Vice President for Information and Research.

Ian Hadden, University of Arkansas at Little Rock, was promoted to APPA Senior Representative and was named APPA Vice Chair of Regional Reps.

2018 CAPPA Business Partners

360 Energy Engineers/ Willdan	DERBIGUM Americas, Inc.
ABB	Design Materials, Inc.
Able Services	Dynamix Engineering, LTD.
Acuity Brands	Dyson, Inc.
AKF Group	E&I Cooperative Services
AkitaBox	Eco Lab
Aleddra, Inc.	Electro Industries/Gauge Tech
Alliance	Energy Solutions Professionals
Alpha Building Corporation	Energy Systems Group
Maeresco	Engineering Economics, Inc.
Aquis Solutions	Ensoft Consulting, Inc.
Arcturis	Envirox
Armstrong International	Farnsworth Group, Inc.
ASSA ABLOY	FGM Architects, Inc.
AssetWroks	Filmop USA
Avian Flyaway, Inc.	Filtration Concepts
BELFOR Property Restoration	Fire Door Solutions
Bernhard TME	Forbo Flooring Systems
Biosolutions, LLC	FSI (Facilities Survey, Inc.)
Bond Architects, Inc.	Gilsulate International, Inc.
BRiC Partnership, LLC	Gordian Group
Brown & Root	GP Pro (Georgia-Pacific)
Brown Stove Works, Inc.	Green World Strategies
BSA LifeStructures	Hastings+Chivetta Architects, Inc.
Buckey International	Henderson Engineers
Castle Contracting	Heritage Parts
CertaPro Painters	Hollis & Miller Architects
Chandler Commons	IMEG Corporation
Chem-Aqua, Inc.	Innovative Reach
Civil Design, Inc.	Inpro Corporation
Composite Cooling Solutions,LP	Integrated Facility Services
CRB	JE Dunn Construction
Dake Wells Architecture	Johnson Controls, Inc (JCI)
Delta Controls	KFI Engineers
	Lafayette Interior Fashions



FROM THE EDITOR:

Thank you to all who submitted articles and photographs to be included in the CAPPA Newsletter!

Please write and submit articles for the CAPPA 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

WE WANT TO
HEAR FROM YOU

