

# CAPPA Newsletter—Spring 2017

## From the President:



By Ian Hadden  
 Arkansas State  
 University

Hello from Little Rock to all CAPPA Members, Business Partners and other friends of CAPPA:

It's April 2017, we recently returned from CAPPA Tech 2017, and I'm trying to figure out where the past few months have gone since the Annual Conference in Little Rock. First of all, I want to thank all of the folks that worked in front of and behind the scenes to ensure a great event. Secondly, a huge thanks to all the

Business Partners that came and exhibited and sponsored key events. I hope everyone understands the key role Business Partners play in enabling us to share experiences and network with others in our industry. Lastly, I'd like to thank the folks on the Executive Committee (XC) for their great counsel and encouragement since I joined the XC in El Paso. I've benefited greatly from your wisdom, questions, enthusiasm and feedback.

As CAPPA President, my involvement with APPA is growing through monthly Regional President's calls and plans to attend APPA in San Francisco as the incoming CAPPA Jr. Representative. If you were not aware, at the September XC meeting in Little Rock, the board approved the elimination of the Immediate Past President year in the CAPPA leadership track, reducing the track from 7 to 6 years. This is the first step in shortening the overall leadership track duration, which is 2 or 3 years longer than most other regions in APPA. We believe this is one reason we have struggled, at times, to fill that funnel; and, we are exploring other options to further reduce the length of our track.

In early February, I put out a call for engagement in Drive-In Workshops and other areas of educational opportunity and outreach within CAPPA.

Let me wrap up by making a statement about CAPPA and by issuing a bit of a challenge to you as members. CAPPA remains on solid financial footing after some tremendous efforts, leadership and management over the past several years. Thank you for your

continued support. With this firm foundation, we are working diligently to invest in the education and development of our membership. Last year, CAPPA purchased seats for the new on-line version of the EFP and CEFP certifications. We are one of the few regions that currently offer the course to members, at no cost. Please take advantage of this opportunity, and more importantly, make sure your administration knows this is one of the many benefits of CAPPA/APPA membership. The EFP/CEFP course is in addition to the annual scholarships CAPPA offers, which can be used for any of the other CAPPA/APPA programs, including Supervisor's Toolkit, Leadership Academy via Academy on Campus, the APPA Institute (including the new graduate program), and attending the CAPPA Annual Conference. The surprising thing is that we have not awarded all the scholarship dollars in our annual budget for the past couple years. So, if funding support is a real hurdle for you, please submit a scholarship application and don't give up the opportunity to share your knowledge with the rest of CAPPA.

Have a wonderful spring and summer!

*Ian Hadden*

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**Coming soon...CAPPA/MAPPA ANNUAL CONFERENCE**

*September 17-21, 2017*

[St. Louis Union Station Hotel](#)

See page 4 for more details!



## From the APPA Senior Representative



By David Handwork  
Arkansas State  
University

I start one of my final CAPPA newsletter articles as I typically do, sending greetings and well wishes to all CAPPA membership. My CAPPA officer service time is coming quickly to an end, which is something that evokes a great mixture of emotions. I am so very blessed for the opportunity to serve and grow professionally, to “give back” to the CAPPA family. This truly has been a joy over the past 6-1/2 years. Transitioning to an active member is something I’m looking forward to, and hopefully more deeply engaging with current and new members at future CAPPA events.

As I close out my term, I want to sincerely encourage members to consider engagement at all levels of our professional organization. We all have opportunities to be active in our local, state, regional, or even the national/international level of APPA, even if not engaging in person (i.e. via multimedia delivery options). As I perceive the current state of affairs, our profession is at a critical labor transition in American history created by the continued exodus of Baby Boomers, the growing number of inexperienced /unprepared workforce members, and the introduction of [The Age of Human Augmentation](#). The success or failure of APPA and CAPPA will be determined by the level of active member engagement in the next decade and beyond. *Engagement* is a mechanism for creative problem solving, education and training, knowledge sharing, and innovation. In my last two newsletter articles, I will share member engagement opportunities not only for encouraging individual growth, but also for the betterment of the facilities management profession. Membership

engagement brings together a wealth of new and seasoned ideas, knowledge, experiences, and cultures. The basic categories of engagement are **Membership, Certification, Committees, Work Groups, and Leadership**.

**Membership** may seem obvious, but engaged membership, in all professional societies, is fundamental for optimal effectiveness of the association. I fear active membership engagement is possibly declining, primarily due to competing factors of reduced budgets and lack of discretionary time for individuals. FMers need to understand, even with these competing factors, membership engagement is possible. Limited budgets can be counteracted by attendance scholarships for state and regional meetings. Where budgets are secure, members and prospective members should understand APPA institutional membership affords ALL of the institution’s personnel (FM staff, other staff, faculty and students) our membership benefits. Also, with integrated membership, not only are you APPA members, you are concurrently regional members to CAPPA. Membership provides access to

resources and networking with peers. By default, readers of this newsletter are assumed to be active members already, but are you engaged members? Engaged members will go beyond passive membership to a higher level of active membership, accessing and seeking the available resources and peer relationships. Engaged members also recruit prospective FMers to join and engage. Engagement with other active members provides the networking possibilities for sharing knowledge, best practices, and innovation to more effectively address FM challenges. It is a fact that engaged membership requires an allocation of discretionary personal time. From personal experience and testimony of successful FMers, personal investment in CAPPA membership can be highly rewarding for the individual, and betters the association. In the next newsletter article, I will address the other aspects of engagement.

David Handwork



## From the APPA Junior Representative



By *Ed Heptig*  
*Kansas State University*

Hello to all the CAPPA members, Business Partners and friends!

I wanted to thank all of you for the support and help you gave me this past year as the CAPPA President. It seems like yesterday that I started down the seven-year journey of the steps through hosting a conference, to becoming the President, and now I'm halfway through my fifth year as incoming Jr. Rep to APPA. With that said, I also want to thank our (almost) new President Ian Hadden, his staff and school for hosting a great conference last October in Little Rock. If you were unable to make it, you missed a great conference; and, for those who were there, I'm sure you will agree it was a great conference. Again, thank you, Ian.

We did make some position changes this past year to help out our Executive Committee. Due to a job change, Tim Stiger stepped down from the Treasurer position and Angie Mitchell stepped up to fill this position. That left the position of Newsletter Editor open, with Sheila Awalt helping out until we were able to fill this position. Jenny Cundiff, a new CAPPA member from Oklahoma State University, volunteered. She is doing this letter for the first time as the CAPPA Newsletter Editor. Thanks to Jenny and all who filled in and stepped up as needed over the past year.

February in Alexandria, Virginia, I attended meetings with the CAPPA Jr. and Sr. Reps to APPA where I was able, as incoming CAPPA Rep, to sit in the meetings with all the Regional Reps to APPA. It was a great learning experience for me. I look forward to the monthly phone conference meetings

and the summer meeting this July at the APPA Conference in San Francisco.

At the end of February, I attended the CAPPA Education and Technology Conference in San Antonio, where we were treated to a very informative conference put together by the Professional Development Committee, chaired by Lee McQueen and Kim Graves. Again, they did a great job putting together this event. We also had our mid-year meetings for the committee chairs and their members. This led into the executive meeting, where we covered several topics and business items with the biggest one being the welcome of a 3rd VP and talks on how to shorten the President's term. One thing we did vote on was to not plan a 2018 Tech Conference and have the Professional Development Committee focus their attention on the main conference, as a way to shorten up the commitment for the President.

Last October, one thing I stated was to get involved in CAPPA, one needs to get on a committee and help out where you can. Our next three presidents, me and maybe a few before us, were not on committees to see how things get accomplished through them and on up to the Executive Committee. I encourage you to step up, ask to be on a committee, or when asked to join, say "yes" to fill the positions. I wished I would have been more involved to know more of what was needed to be done as the President. It would also be nice to have the people in the system so we were not looking 3 or 4 months after our conference to get our next President elect. It would be great to have them in position to move up the ladder.

With this all said, one thing keeps coming up. It is hard to get volunteers

to sit in on the committees and to take the plunge of going through the President's term. Being on a committee for CAPPA does take time above and beyond our full-time jobs. Most of our jobs already put us in a position that takes more than a normal 40-hour work week. We are also in a funding crunch where our colleges are looking at cutbacks. We all know it is harder to get approval for travel expenses, etc., now than in previous years. One of the things I would say I learned while I served 2<sup>nd</sup> VP, 1<sup>st</sup> VP and then President was, while at our conferences, we have the opportunity to network with our business partners and colleagues, attend training workshops, and take something back to our campuses to try and help improve our ways of doing things or make it easier for our staff to do things on your campuses.

In October, at the Little Rock Conference, I asked you all to get involved in CAPPA, join a CAPPA committee with campus approval, and work up the ladder in the CAPPA organization. Take advantage of the opportunities! It is a great experience.

*Edward Heptig*



*CAPPA Scholarships and door prizes given away at CAPPA Tech 2017.*





## Meet Us in St. Louis

By Angela Meyer  
CAPPA First VP

The Central and Midwest regions of APPA (CAPPA and MAPPA) are thrilled to host our first joint conference. Our theme is “A Gateway to Better Facilities,” as we move forward in providing better facilities and services to our universities.

The joint CAPPA/MAPPA Annual Conference will be held at the St. Louis Union Station Hotel in St. Louis, Missouri, September 17—21, 2017. CVent is now live and we invite you to sign up early!!! MAPPA’s professional development group is currently working on the educational sessions for this conference.

In addition to great networking opportunities and educational sessions, we will dine in Busch Stadium and visit a local university. Golfers will have an opportunity to enjoy a great golf outing at Forest Park and we anticipate 100 Business Partners in the Exhibit Hall



St. Louis Union Station Hotel



The Grand Hall Main Level at St. Louis Union Station Hotel

eager to meet with you about their products and services.

We will also be hosting Academy on Campus-Tracks 1 and 4, Facilities Trainers Network and Custodial Services Network.

There will be plenty for all to do and we can’t wait to see you there.

Registration fee summary:

- Higher Education CAPPA/APPA member \$350.00
- Higher Education non-member: \$450.00
- Business Partners: \$1800.00 (includes 2 attendees and 10x10 exhibit booth)

Business Partner Sponsorships may be selected from many options during the registration process.

For more information, visit

[cappaedu.org](http://cappaedu.org)

## A Fresh Perspective on CAPPA Involvement

By Jenny Cundiff  
Oklahoma State University

In October 2016, I had the privilege of attending my first CAPPA Conference in Little Rock, Arkansas, with my new spouse Troy. This was our first conference to attend together as a couple. We had no idea what to expect; but, from the moment that we pulled up to the hotel, we were welcomed by CAPPA members. We attended the first-time attendees networking social and were pleased to meet so many facilities management personnel from surrounding universities. As an energy manager at Oklahoma State University,

I quickly felt that this conference was going to be very beneficial, as I heard numerous conversations about the challenges and successes we all experience in our university settings. Because of the warm welcome we received, the valuable information gleaned from the workshops, and the belief that continued involvement with CAPPA would be beneficial to my career, plus provide the opportunity to develop some lifelong friendships, I did not hesitate when asked by CAPPA member Ron Tarbutton if I’d like to volunteer as Newsletter Editor.

In early March 2017, I attended the CAPPA Technology and Leadership

Conference in San Antonio, Texas, as a member of the CAPPA Executive Committee. I felt a bit embarrassed to be on the XC with no prior experience or years of attending as a member; but, I quickly learned that participation is welcome and XC members are ready and willing to put one at ease. A special thanks to Sheila Awalt, Randy Culver, Ian Hadden, Angela Meyer, and Angie Mitchell for making me feel welcome and accepted in my new role with CAPPA as Newsletter Editor. I fully support David Handwork’s and Ed Heptig’s encouragement to CAPPA members to get involved and see where participation may lead you.



## Professional Development Committee

By Lee McQueen  
and Kim Graves  
Professional Development  
Committee Co-Chairs

The 2017 CAPPAPPA Technology and Leadership Conference was held February 28 through March 3, in beautiful and historic San Antonio, Texas.

This conference has been a mid-year event, unique to the CAPPAPPA region, offering quality educational programming at an exceptional rate. The conference this year drew participants from across the CAPPAPPA region.

The conference was attended by almost 100 higher education and business partners. Included in this group were two higher education participants who received Continuing Education Grants that paid their registration and much of their travel expense. More information on these grants is available at [cappaedu.org/education](http://cappaedu.org/education)

Our conference again offered two plenary presentations. Sightlines Vice President Jay Pearlman addressed the topic of "Technology Futurist/Dreamer." Bob Casagrande, Regional VP for SSC Services for Education took things a step further with "Creative Vision/Lateral Thinking/AHA! Moments." Both inspired us to take charge of our futures now by challenging us on traditional thinking and methods. We were inspired to lead the pack and step out of our comfort zones.

Eighteen educational sessions were offered along three tracks for attendees, including three presentations by other CAPPAPPA members. Markus Hogue from the University of Texas at Austin presented "University Saves Millions, but Nobody Knows." Kim Graves from Texas State University presented "APPAPPA for Small Departments – Mission Impossible." David Handwork from Arkansas State University hosted a round table discussion concerning the development of "APPAPPA

1000 - Standard on Facilities Total Cost of Ownership."

The conference wound down with our traditional ice cream social where door prizes were awarded. Door prizes included six scholarships to future CAPPAPPA events, won by Randy Culver of Black Hills State University; Art Jones, also of Black Hills State University; Ed Heptig of Kansas State University, Caesar Ver of Northwest Vista College, Sheri Sipes of University of Arkansas Pine Bluff, and Tom Shewan of Texas State University. Congratulations to those winners and their schools!

Tuesday through Friday, six higher education members from five states completed their 3<sup>rd</sup> level of APPAPPA's Academy on Campus under the guidance of Chuck Farnsworth, Franklin Covey, and APPAPPA's Leadership Academy Subcommittee Chair.

The Technology and Leadership Conference has offered the CAPPAPPA region great educational agendas and wonderful networking opportunities across three decades. However, after considering the future and the mission of Professional Development, it was concluded that the Tech Conference as it is currently structured is not fully meeting the needs of our region.

Each of you is aware, and our two keynote speakers pointed out, that our campuses are changing. We need to do more with less, and we need to be more efficient. As such, CAPPAPPA will not offer a Technology and Leadership Conference in 2018. Instead, your Professional Development Committee will be directing its energies to the development of the educational agenda for the 2018 annual conference (the agenda for the 2017 conference has been set).

Our mission is to deliver quality education to all disciplines and levels of

facilities professionals. Therefore, we are re-dedicating ourselves to exactly that! We will be increasing our efforts to deliver more opportunities, more often, in the form of Supervisor Toolkits, Academy on Campus, Drive-In Workshops, support for EFP and CEFP certification programs, and support for the annual conference.

As we consider how to deliver the best educational opportunities for professionals in the industry, the Professional Development Committee would appreciate **your** feedback, **your** ideas for new topics to share, and **your** ideas on the best way to deliver this information to you.

Lee McQueen and Kim Graves, PD Co-Chairs

Don Spies of San Jacinto College presented door prizes at the CAPPAPPA Tech Conference (see below):





## The Gearhead Perspective

*By Mark Blachford  
New Mexico State University  
Facilities and Services  
Supervisor of Plant Operations*



Greetings from the Land of Enchantment! I have read many of the APPA newsletters and always find the information contained in them to be informative and very valuable. The last newsletter focused primarily on budget issues, deferred maintenance and ways to reduce costs at higher education facilities. I fully understand this focus, as NMSU, like most other institutions, is facing some budget difficulties due to decreased enrollment and declining revenue to the state. Having said all that, I think there may be another perspective that is nearly equally as important but is getting left out of the big picture.

I was hired at NMSU 14 years ago as an HVAC technician. I had quite a bit of HVAC experience as a service technician and some leadership/supervisory experience from my time spent in the U.S. Air Force. However, the reality is that I was hired at real close to the bottom rung of the ladder in, what was known then as, the Office of Facilities and Services HVAC Shop. As an HVAC tech, I focused on the task at hand, one service call at a time, and moved on to the next challenge when that immediate task was completed. I didn't have a lot of extra time to think about the budget for next year and, in reality, my "planning" at that level consisted primarily of deciding the fastest route to the next service call. I was very fortunate, had a very good supervisor who apparently saw

some potential in me, I did the best I was capable of each day, made some mistakes along the way, accepted some new responsibilities and gradually moved off the bottom rung of the ladder. I was promoted to my current position as Supervisor of Plant Operations two years ago. What that job title really means is that I am in charge of a central utility plant and a satellite utility plant that produces chilled water, high pressure steam and electricity for the NMSU campus.

In my current position, I certainly have to think about a much bigger picture than when I was first hired 14 years ago. Like most supervisors, I get involved in budgetary planning, personnel issues and lots of other things that are part of a bigger picture than before. One thing that I have never completely lost though (and I hope I never do) is the perspective that I had as a "gearhead" in the HVAC Shop. Most hourly paid employees that do the behind the scenes work, at places like ours, are very dedicated and flexible employees who "roll with the punches" while continuing to perform their duties to the best of their ability. They value honest communication from those above them and can adapt to most any change, as long as they are being "talked straight to."

I believe that, sometimes, we get so wrapped up in the "bigger picture," that we fail to see what is right in front of us (the employees). Employees are not "positions" or "budget line items" and they typically don't have much to do with the "deferred maintenance list" either. I know there are business

decisions that have to be made and that not every business decision will be good news for all of the hourly paid employees. The hourly employees realize this and will accept these decisions and adapt accordingly, if we as supervisors, managers, and directors are honest and timely about sharing the information we have with these employees.

Over the last couple of years, I have made it a point to tell the folks that work for me here at the NMSU Central Utility Plant, and my immediate supervisor, that I need to be told that I am "full of it" every once in a while. This helps me keep my head in the "real world" and also has a tendency to refocus my efforts on what is important.

Most universities I know of are facing the same challenges we are, related to reduced funding, deteriorating infrastructure, and a general lack of resources to accomplish what we know we are capable of if we are given the opportunity. I think what we all can do is make the absolute best use of what we have first, while we are working on solving the longer term issues related to money and other resources. Our employees watch what we do, which affects what they do every day, as well. Making the best use of what we have includes being timely and open with our communications with the people that work for us and with the people that we work for. Being honest, open and timely with our communications does not cost much. Spending a few minutes considering the "gearhead" point of view does not cost much, either. However, I think we would all be surprised at the immediate benefit we can get by doing these simple things.



# How Clear Communication Streamlines a Facilities Budget Request

by Jay Pearlman  
*Sightlines*

Many facility managers find the process of securing funding to be a stumbling block on the path to facility maintenance and improvements. It may seem difficult to get an audience of executive decision-makers to understand the critical need to spend money on the behind-the-scenes systems that keep colleges and universities running. Often the challenge is that facilities managers speak a different “language” than members of the C suite.

Decision-makers at higher education institutions spend much of their time hearing requests for funding. The rest is spent on determining where to allocate the funds available and finding ways to raise the money needed to make broad campus improvements. To help this financially-focused audience understand why funds for facility maintenance should make the list, it helps to speak the financial language.

Too often facility managers lack the vocabulary to make their case to financial decision-makers in relatable, persuasive terms.

## Finding the Right Words

Every workplace has its jargon, and facility management is no exception. While the technical terms may be the norm when working in the boiler room, they don’t always get the point across in the boardroom. Whether you’re speaking to the CFO or the board of trustees, it pays to step back and organize the discussion around their [concerns and needs](#).

Remember, it’s not necessary to explain the surge needs met by a centralized uninterruptable power supply system versus a distributed system. All the decision makers need to know is the cost or, worse yet, liability they may face if the power goes out.

Like any skill, it can take time to gain a common vocabulary, but this is a skill that can help a facility manager more successfully run the department. Consider the following suggestions for improving communication and ensuring clarity for all parties involved:

- Know your needs and express them clearly. Facility managers know their building needs. But how clearly are those needs being conveyed? A good place to start is by concisely outlining each need. This might include breaking down funding needs into categories such as repair costs, maintenance costs, and improvement costs. This list will enable financial executives to better understand short- and long-term needs and the role they play in campus management. By prioritizing each of these costs, facility managers can better convey the urgency of each project.

- Lose the technical jargon. Not surprisingly, departmental leaders and executives outside of facility management have likely spent little time considering how building management issues underlie campus management as a whole. This is not the time to provide a detailed explanation. Instead, keep the lesson light. By explaining in broad concepts and using terms that the layperson can easily understand, facility managers can help executive decision-makers to more rapidly reach a decision. In this case, exhaustive detail will only cause confusion.

- Look at the big picture. Speak directly to how the organization will benefit by funding maintenance needs. What problems will this investment solve for board members and trustees? How will this meet the institution’s overall mission? When asked for funding, an executive most likely will reply by asking for the expected return on investment (ROI). Be prepared to address this, and aim to relate the ROI to the institution’s

broader goals. By preparing for these questions before meeting, facility managers can smooth the communication process and level the playing field.

## Building on the Institution’s Mission

Try not to think of the move away from technical terms as “dumbing down” the problem. This couldn’t be further from the case. Using a shared vocabulary helps the savvy individuals who make funding decisions think outside of their specific role, and provides clear insight into the tools facility managers need to better do their job.

A common vocabulary can prevent confusion that would otherwise undermine the urgency of a funding request. This new tool will help facility managers to effectively make the case that deferred maintenance is an ongoing problem that requires attention before a problem begins — and demands ongoing consideration. By adopting the right language and speaking to the concerns of the target audience, facility managers can more successfully communicate the consequences of a mounting maintenance backlog.

Whether the audience is trustees or staff, faculty or students, facilities managers must clearly explain their maintenance needs and their planned strategy to meet that need. By emphasizing that the return on this campus-wide investment will continue to build over time, facility managers will find the support the department needs to succeed.

*Jay Pearlman, Associate Vice President, [Sightlines](#), has been with the company since its inception in 2000. He has played a variety of roles across the company, including those in operations, business development, quality control, and product development.*



The CAPPA 2016 logo consists of a stylized blue and green leaf-like shape on the left. To its right, the text "CAPPA 2016" is in a large, bold, blue font. Below this, the tagline "Energizing Your People and Utility Plants" and the location "Little Rock, Arkansas" are written in a smaller black font. At the bottom, the dates "October 8-12, 2016" and "Little Rock, AR" are displayed in a large, bold, black font.



Dinner and a tour of the William J. Clinton Presidential Center and Park



The First-Timer Attendee Reception

Many thanks to the University of Arkansas at Little Rock for hosting the 2016 CAPPA Conference!



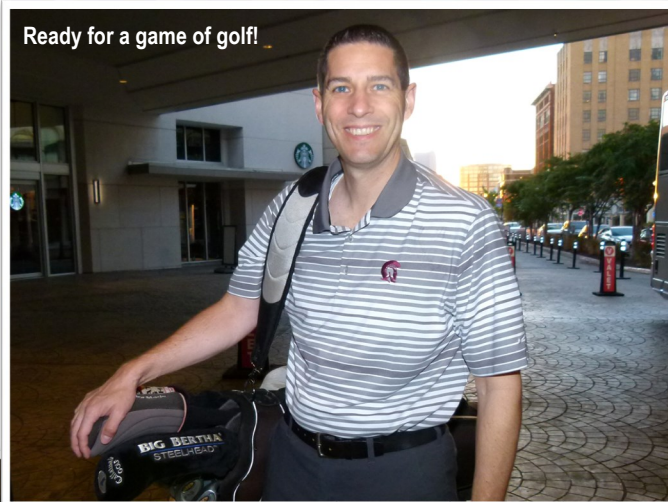
2016 CAPPA Conference Attendees



Angie Miller, CAPP Treasurer and Sheila Awalt, CAPP Secretary



Ready for a game of golf!



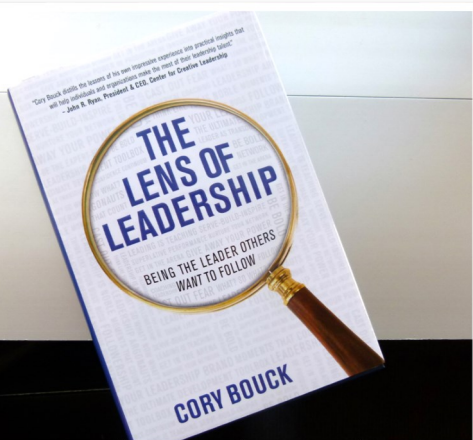
Attending the CAPP Awards Ceremony



A special thank you to our Business Partners for sponsoring delicious meals and events throughout the 2016 CAPP Conference.

- Armstrong International
- Bernard TME
- DCI
- Energy Solutions Professionals
- Johnson Controls
- McClelland Consulting Engineers
- Spirotherm, Inc.
- Tandus Centiva

Glen Haubold receives President's Award



Thank you to Keynote Speaker Cory Bouck for his recent book that was a gift to each Cappa Conference attendee.



## 2016 APPA & CAPPA Awards and Elections

CONGRATULATIONS TO ALL OF OUR  
APPA and CAPPA AWARD WINNERS!

### APPA awards presented to CAPPA members:

#### *Unsung Hero:*

Markus Hogue  
University of Texas at Austin

#### *Effective and Innovative Practices*

**Award:** University of Texas at Austin  
"Implementing an Interactive Campus-  
Wide Office Cleaning Schedule"

#### **Meritorious Service Award:**

J.B. Messer  
Community College of Allegheny  
County

#### **Award of Excellence:**

New Mexico State University  
University of Texas at San Antonio

### CAPPA awards presented were:

#### **Newsletter Award:**

- Rachel Stone, University of New  
Mexico for "UMKC Recognizes Need  
for Water Safety Program"  
- Jay Pearlman, Sightlines for "Real  
Impact of Aging Higher Ed Facilities"

#### **Certificate of Meritorious Service:**

Sue Anna Miller

#### **Distinguished Member Awards:**

Markus Hogue  
David Handwork

#### **President's Award:**

Glen Haubold

#### **Travel Certificate Winner:**

Neal Crump, University of Texas at  
Austin

### 2016-2017 CAPPA OFFICERS

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Arkansas at Little Rock

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**Professional Development Co-Chairs:** Lee  
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and Kim Graves, Texas State University

**Historian:** Art Jones, Black Hills State  
University

**Newsletter:** Jenny Cundiff, Oklahoma  
State University

### THE IDEAL FACILITY MANAGER

"An ideal facility manager must have Aristotle's logic and Solomon's wisdom, a priest's discretion and a gambler's poker face, a lawyer's shrewdness and a marketing director's charm, a gladiator's guts, a marathon runner's perseverance and a sprinter's speed, a leatherneck's toughness and a dancer's agility, lots of good luck and 30 hours per day." - Unknown



### FROM THE EDITOR:

Thanks to all who submitted articles  
and photographs to be included in  
the CAPPA Spring Newsletter.

You may 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 800  
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.



# 2017 CAPPED TECHNOLOGY & LEADERSHIP CONFERENCE—SAN ANTONIO



Speed Networking was a great learning opportunity!



The T-shirt says it all!



King Graves meets Fiesta San Antonio 2017 royalty.



University of Arkansas at Fayetteville is well-represented.



Kim Graves & Lee McQueen keep CAPPED Tech informed.

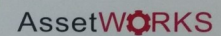
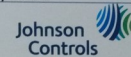
### Thank You to ALL of our Sponsors!

*Without the generous support of all of our Business Partner Sponsors, the Technology & Leadership Conference would not be possible. Please be sure to thank each of these Sponsors when you see them.*

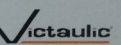
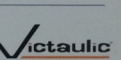
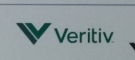
#### Platinum Sponsor



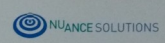
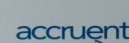
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## CAPPA/MAPPA 2017 JOINT CONFERENCE



**September 17-21st**  
***Gateway to Better Facilities***

Registration is **Open**

You may register **here**.

**Room block and special rate  
expire AUG 23, 2017!**

See **Accommodations**  
**for details.**

The Central and Midwest regions of APPA, CAPPA and MAPPA, are thrilled to host their first joint conference. Our theme is “A Gateway to Better Facilities” as we move forward in providing better facilities and services to our universities.

The conference will be offering:

- Over 30 breakout educational sessions (detailed session coming soon)
- Leadership Academy Track 1 and Track IV at a reduced rate
- Over 100 exhibiting vendors
- Priceless opportunity for networking.

Accommodations will be at the St. Louis Union Station, 1820 Market Street, St. Louis, Missouri.

Centrally located in America’s heartland, St. Louis is an easy drive or quick flight away. With an average of 500 daily flights and 68 non-stop destinations, Lambert -St. Louis International Airport sits just minutes from downtown with convenient access to interstates and the Metro Link light rail system.

Come enhance your education and make connections at the 2017 CAPPA/MAPPA Joint Conference. Delight in the sights and sounds of St. Louis, and discover some of its great cultural treasures, too!

See you in September!

