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Visit the CAPPA web site at [www.cappaedu.com](http://www.cappaedu.com) for more information about the association and our member organizations.

# CAPPA Newsletter

## Central Association of Physical Plant Administrators

Summer 2014

Issue 151

### From the President: CAPPA Celebrates APPA's 100<sup>th</sup> Birthday

David Handwork, Arkansas State University



CAPPA's genesis occurred on the campus of Kansas State University in 1953, in APPA's 39<sup>th</sup> year. Likely none of the early CAPPA and APPA pioneers could have envisioned the growth and advancement of educational facilities professionals, or the importance APPA and CAPPA to the complex management of the campus built environment. The CAPPA membership is proud to be an integral part of this historic APPA milestone, as we just celebrated our 60<sup>th</sup> year. We look to future opportunities and challenges with excitement and expectation.

Opportunities include international growth in our hemisphere with the Mexico initiative and Canada, and tremendous growth globally. We should approach our neighbors in Mexico with welcoming arms to enhance CAPPA's diversity and to learn how their institutions address facilities management

challenges that transcend cultures, states, regions and countries. The same is true for reaching into existing member Canadian institutions, and growth potential for non-member institutions.

Our challenges are many and dynamic. Who could have predicted 100 years or even 60 years ago the proliferation of integrated technology, the dramatic shift of legislative funding (the decline), or the ever-increasing expectations of doing more with less, despite funding levels? Cyclical challenges include the shift of employment culture and technical ability. Training and development of incoming staff have become imperative to addressing the complexities of grounds, custodial, and building maintenance and operations. CAPPA members (and non-members) do not need to face these opportunities and encounters alone. CAPPA's membership—our family—will

support each other through the challenges of budget pressures, cultural shifts, technology integration, and personnel development.

Have you considered your plans for networking and training and development this year? Planning for CAPPA 2014 is well underway with exciting opportunities in El Paso, Texas. I hope to see many new faces this October, as well as strengthen existing friendships. I also encourage the membership to consider celebrating APPA's 100<sup>th</sup> year this July in San Diego, California. A tremendous celebration, training, and networking sessions have been more than two years in planning and development. Congratulations to the APPA family as we dream and write our next volume together, the next 60 and 100 years and beyond.

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**CAPPA 2014**  
**Collaboration: Kick it up a notch!**

**El Paso Texas**

*A unique collaboration will take place in El Paso, Texas, when New Mexico State University and University of Texas at El Paso join forces to host the annual CAPPA meeting. This desert mountainous region in the western part of Texas is beautiful during the month of October. It will serve as the perfect backdrop for you to network in the Exhibit Hall with our business partners or with your peers across the Midwest. We will also offer 18 different educational options to help you stay ahead of the issues that impact you in your job every day! So, join us this fall because we are “Kicking It Up a Notch” just for you! [Register now!](#)*

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**From the First Vice President:  
Highlights of the CAPPA 2014 Sessions**  
Glen Haubold, New Mexico State University

We proud of the sessions we have lined up so far. We particularly wanted presentations from the business and administrative side of the house and have Sue-Anna Miller (OU), Kelly Brooks (NMSU), Jen Cox (Missouri State), Jenny Fraire (UTEP) and Charlie Brien (UNT) conducting a panel discussion titled, “*Business Manager: Friend or Foe.*”

At the other end of the spectrum, “*Retirement 101 - What You Might Be Wondering About Life After Alarm Clocks, a Q&A Session With CAPPA Retirees*” will be presented by Miles Abernathy, Art Jones, Bob Casagrande, Ed Rice, Janice Jones, Lalo Gomez, and Tom Dodgen.

We’ll have something for everyone, so be sure to register early – and have a chance at the iPad mini!



## CAPPA Technology & Leadership Conference 2014

Lee McQueen, Professional Development Co-chair  
University of Nebraska Kearney

*The 2014 CAPPA Technology & Leadership Conference brought 108 attendees and 71 business partners together in San Antonio, Texas, from February 25 to March 1. During this time, we participated in technical presentations, worked toward professional certifications, attended committee meetings, shared great food, and created or renewed professional resources.*

*We continued to update the conference while continuing traditions. This was the first year the conference offered Professional Development hours. We expanded use of the Guidebook app again this year. New hosts from Trinity University carried out our popular barbecue tradition.*

### Welcome Reception



*CAPPA members, business partners, and newcomers enjoyed the chance to get acquainted at the Welcome Reception.*

### Academy on Campus



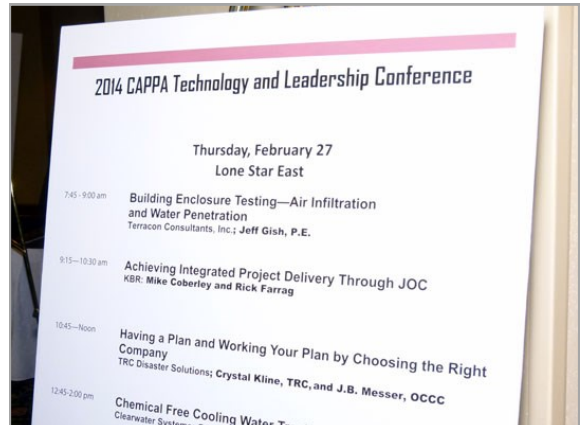
*Sue Petrisin led the Academy on Campus Track 1, Individual Effectiveness Skills. Sue worked with 12 participants during this four-day APPA leadership training program.*

Conference photos courtesy of Miles Abernathy

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### Conference Sessions at a Glance

*Business partners and CAPPA members engaged conference participants with topics ranging from energy to construction details to flooring.*



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### Food and Fun

*Networking is integral to CAPP Tech, and what better way to swap ideas with old friends and new than over delicious meals and fabulous desserts?*



*CAPP Tech wouldn't be the same without barbecue. Compliments to the Trinity University chefs!*



*Continued, next page*

### More Food & Fun (and Prizes)



*Drawing prizes included iPad minis, scholarships for future CAPPA events, and a variety of gift cards.*



**Thank you, CAPPA 2014 Technology & Leadership Conference**  
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## From the Immediate Past President: Putting Together the Pieces of the Customer Service Puzzle

Shelton Riley, Texas Christian University

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“I feel we are also creating happiness and lifelong memories while facilitating this educational process.”

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As winter came to an end, many of us began to plan for a well-deserved vacation. Some finished up with one of the harshest winters in a long time and started thinking of a warm get-away in the coming weeks. I was able to get away for spring break without meeting up with thousands of partying college students. A trip to Arizona and spring training with the Texas Rangers baseball team was a better choice. We were greeted with beautiful blue skies and 80 degree days. A cold snowy day at the Grand Canyon, however, assured me that winter was still around.

While the future vacation settings we desire may be guided by the weather of the past winter, other elements help guide our decision process. What do we want to do while on vacation? What needs do we want to meet? What preconceived notions do we have about where we are going?

In the book, *Be Our Guest*, the Disney Institute authors discuss service, the roles of

cast members, the setting, their processes, and finally, the act of mixing these things into perfecting the art of customer service. If you have ever had the pleasure of visiting one of the Disney Parks, I’m sure you witnessed most if not all of the pieces of their puzzle.

In many ways our campuses are similar. We provide our services with the help of many dedicated and talented employees in a unique setting. Our students typically hang around a little longer than the average vacationer. However, it has been said that some students do appear to be on extended vacation.

The beauty of the Disney Resorts is world renowned! While I believe a few of our beautiful college campuses could almost be compared to a Disney Park due to the fantastic jobs the grounds departments do each and every day, we can benefit from the same formula that Disney uses. These processes help us not only when developing and maintaining our beautiful landscapes,

but they also serve as guidance for building cleaning and maintenance.

Disney is in the service of creating happiness by providing the finest entertainment for people of all ages. That happiness is the result of hard work by Disney and their employees. We are responsible for the education of our students that arrive each year at our campuses, which requires a lot of hard work from our institutions and dedicated staff. I feel we are also creating happiness and lifelong memories while facilitating this educational process. Maybe it is just me, but sometimes I think we must be in the entertainment business, too. As Disney states, keeping our customers coming back requires their satisfaction, which is an ever-moving target. What satisfies today may not be enough tomorrow. Providing good quality services means that we must exceed the expectations of our clientele. Who was the chef that used the word “BAM!” when presenting his dishes? A little more or

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## Pieces of the Service Puzzle, *continued*

something extra seems to be the norm now.

Demographics will tell us who our customers are, but what about their needs or the services they require? Disney calls the science of knowing and understanding their customers *guestology*. They break this down into the customer's needs, wants, stereotypes, and emotions. Do our customers only need an education when they come to our campuses? How about a place to live unless they are commuting from home? What about food? If we think long enough there is quite a list of the things they need before we begin to address their wants. When it comes to wants, the sky appears to the limit as we try to outdo the other guy in persuading the customer to choose our institution over the others.

Stereotypes are those pre-conceived notions and ideas that our customers have about us. As we identify these stereotypes, we learn valuable information about their expectations as potential customers. Emotions are the feelings that customers experience throughout the time they spend with us. And seeing a son or daugh-

ter walk across the stage, receiving his or her diploma, makes any parent's heart beat as fast as any Disney ride ever could.

When all this information is compiled, we can now establish our service standards. These will always be moving targets since customers' needs, wants and stereotypes change continuously. In other words, what we do for them today will not necessarily be what they need, want, or expect tomorrow. So we continue to fuel the fire for outdoing the competition. Bigger buildings, larger food courts, more choices and options—24 hours per day, 7 days a week service—and on and on it goes.

Without a doubt one of the most important pieces of the service puzzle is our employees. While many say an employee's attitude is the most important requirement, training can't be far behind. Granted, attitude is important; we hope an applicant with a bad attitude would never make it through the hiring process. Training must start with a good orientation with adequate information about the institution and its history. This is the first step in intro-

ducing new employees to your culture and emphasizing their importance within the organization. When establishing or creating your organization's culture you must have a buy-in from every level of employee.

Specific guidelines must be created with coaching and training of staff at all levels. Encourage personal ownership by allowing employees to share their ideas, and motivate them through reward and recognition programs. Our employee orientations cover a long list of items including training, work schedules, clock-in and -out procedures, parking, uniforms and how they are to be worn, and more.

I have already touched a little on the importance of the settings we present to our customers. Disney describes the setting as the environment in which services are delivered to the customers, everything along with the procedures used to enhance and maintain the service environment. Simply put, the setting is the stage on which we conduct our business. We only get one chance for first impressions, and it sets the tone for everything that follows. That's

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“Without a doubt one of the most important pieces of the service puzzle is our employees.”

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## Pieces of the Service Puzzle, *continued*

why the beautiful attractions of our campuses are so important. When questioned, incoming students continue to say they were most impressed with how pretty and clean the campus looked when they first visited. While our customers use all five senses, what they see is the most important. On a college campus, sound also plays an important role in the setting, or maybe we should say the lack of sound is extremely important. Have you ever heard complaints, "Can't they hammer more quietly?" That's what I call a construction oxymoron. The senses of smell, touch and

taste also need to be considered when delivering our campus setting to our customers. Customers should never be regarded as a distraction to the staff. The customers are the reason we do what we do!

Our processes combine these entire elements, and we hope they produce the outcomes or results we desire and require. Sometimes our processes just do not work as planned and require an adjustment or a complete change. Sharing with each other what has worked in the past can help eliminate repeating past failures and turn what may have been a bad experience

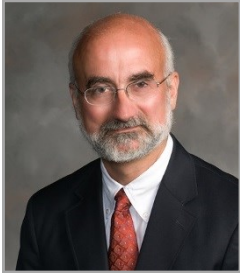
into a better one. Share your story with others! Through networking at APPA and CAPP A events we share our story with others who could be facing the same challenging issues. This October, New Mexico State University and the University of Texas at El Paso present *Collaboration: Kicking It up a Notch!* This will be a great location for all and especially those who could once again be battling those cold winter blues. If you cannot wait until October, the Annual APPA Conference is scheduled in beautiful San Diego this July. The conference comes with a money-back guarantee that it will not snow.

These photos are of the CAPP A "Texas Gavel" that was used as a ceremonial gavel at annual meetings. The gavel has been misplaced, and I have not been able to track it down. If you have an idea of where it might be, contact me at [art.jones@bhsu.edu](mailto:art.jones@bhsu.edu).



## From the Historian: Missing: One Really Big Gavel Art Jones, Black Hills State University





## What APPA Is Doing for Members

Ted Weidner, Senior Representative

APPA is doing a lot for its members. In addition to the integrated membership and Mexico Initiative for which CAPP has shown a great deal of support, the APPA Standards and Codes Council (ASCC) works to address areas of concern where individual members have little control.

The ASCC recently approved an appeal to ANSI (American National Standards Institute) regarding a proposed cleaning standard. The proposal, put forth by the Simon Institute, would have far-reaching effects on higher education by codifying cleaning standards using a proprietary system. While APPA is not opposed to high quality cleaning and has been a leader in providing guidelines for custodial service delivery for nearly 20 years, we also recognize that every institution is unique and

there is no one-size-fits-all solution. If the appeal is successful, we will continue to find our own, campus- and/or building-appropriate, cleaning solutions, which will allow us to control costs.

In early April, APPA sent representatives to an ANSI/ISO meeting to define an international standard for facilities management. ISO, the International Standards Organization, has been working on definitions and processes to describe facilities management for two years following creation of similar documents by CEN (European Standards). This is a challenging effort, and APPA is partnered with IFMA and ANSI to ensure the higher education voice is heard. Some standards may be developed by 2015; stay tuned.

APPA is also a leader in Total Cost of Ownership (TCO). While not advocating a single solution for anyone, APPA published

*Buildings: The Gifts that Keep on Taking* in 2007, which described the real costs of “donated” buildings. While research continues and will likely never stop, APPA has begun working on developing a standard format to project TCO. There is much to do and many variables to consider for anyone wishing to determine TCO for a proposed building. Ideally, the number will be determined using a highly detailed list of all building components. Unfortunately, we often do not have detailed information about buildings at an early approval stage. APPA is sensitive to this issue as well. I suspect we’ll be looking at a number of levels of detail, similar to other APPA guidelines, to develop a TCO number. However, the proposal is in an early stage right now and will need a lot of data to develop the models. If you want to comment or participate in the TCO project, please let me know.

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“The APPA Standards and Codes Council (ASCC) works to address areas of concern where individual members have little control.”

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## News from the Junior Representative to APPA

Bob Eckels, Missouri State University

Exciting things are happening at the national and regional levels. APPA Regional Representatives are communicating on a regular basis and addressing mutually significant issues.

### Joint Regional Conference?

Regional collaboration is alive and well. Our ad hoc teams have been having discussions with the MAPP A (Midwest APPA) folks, and we are moving closer to a possible joint CAPP A-MAPP A 2017 conference in St. Louis. The latest conversations appeared to be positive, and the plan is to have a read on the mutual support of the concept by mid-summer. If such a support agreement is reached, a vote by the CAPP A membership in El Paso at CAPP A 2014 will determine if a joint regional conference will come to fruition.

### Mexico Initiative

The Mexico Initiative has developed toward a focused initial task of making APPA benefits known to those Mexican facilities managers who have an interest. Regions having a stake in the initiative with the ex-

pectation of Mexican states joining them are Pacific Coast APPA, Rocky Mountain APPA, Southeast APPA, as well as CAPP A. The next indicator of a positive movement of the initiative will be in San Diego at APPA 2014, and then, for the CAPP A region, at 2014 CAPP A in El Paso. The strongest indicator as to whether there is true sustainable interest will be manifestation of serious support from the institutions themselves, not just the facilities managers who understand the benefits. Translation of marketing materials that will provide interested institutions an understanding of the opportunities of our organization makes for a good start. Offers of scholarships to give the pioneer institutions the taste of APPA and CAPP A will allow the seed to be planted. I believe it is then the job of the Mexican universities to step up and weigh whether APPA and the regions can bring them value. The assessment of the interest expressed by not only the participants in San Diego and El Paso, but more importantly, the ex-

pressed support of the administrations of the respective institutions will be the deciding factor as to whether an APPA foothold will occur in Mexico. Interestingly, archives revealed a somewhat similar initiative with Mexican universities and CAPP A in the late 1980s, which did not take hold. I believe the passion for what our organization has to offer must come from those who see the benefit. We will be making the right and responsible move by marketing who we are. The rest is in the hands of the Mexican universities who have the desire to champion the cause for what APPA and the regions have to offer.

### Integrated Membership

Good things are anticipated as a result of the Integrated Membership movement. After significant discussion and weighing of the pluses and minuses, Integrated Membership is expected to benefit both APPA and CAPP A. I especially like the sharing of benefits with anyone at a member institution. Access to the [Body of](#)

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“The passion for what our organization has to offer must come from those who see the benefit. We will be making the right and responsible move by marketing who we are.”

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## News from the Junior Representative, *continued*

Knowledge alone can be a great incentive for anyone in the member institution who has the desire to improve; they will have access to the facilities manager game plan. With development of the Facilities Performance Indicators (FPI), the availability for anyone to benchmark puts a valuable resource in the hands of those who wish to make a case for improvements based on how others are doing. This benchmarking will be especially important as we continue to grapple with energy efficiencies, expanding campuses, and deferred maintenance.

An example is germinating on my own home front. Missouri State University

just hosted the 2014 Missouri APPA (MOAPPA) Conference with positive attendance numbers. Most exciting was the fact that we attracted 12 new participant institutions that had not been with us for some time, or ever. I have always thought spreading the good word of APPA-affiliated organizations throughout the state and the region are what we are really about because it allows others to benefit from the many positive organizational aspects that we know make us better. MOAPPA was able to draw new participants for the most part because we offered “free-ride, all expenses paid” scholarships for new institutions. This

approach worked very well. In the prize give-away, we presented five \$1,000 scholarships to 2014 CAPP in El Paso or 2015 CAPP Tech in San Antonio. Four scholarships went to new participants—exciting because with that amount of a scholarship, they will be able to tell their respective schools they have the funding to receive quality professional development. In turn, we hope the institutions become CAPP believers when the attendees report on the value they bring back to their campus. I look forward to seeing those folks at one of the conferences this next year. I think CAPP and APPA are making positive strides!

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## Could You Use More Training Funds?

One of the ways CAPP serves its membership is through the offer of continuing education grants for an APPA, CAPP, or state sponsored educational opportunity. Continuing Education Grants (CEGs) are available for individuals who show

potential for advancement in the physical plant profession.

Visit the “[Continuing Education Grants](#)” page on the CAPP Web site for more information and to apply.



## Tireless Retirees Return to Teach Toolkit

*In February, retirees Rodger LaBeth and Vickie Younger came out of retirement to teach the Supervisor's Toolkit at New Mexico State University. CAPPA First Vice President Glen Haubold asked them to tell us how and why they volunteered to present the Toolkit. Here are their stories.*

### Rodger's Story



My most recent position was at Metropolitan Community College (MCC) in Kansas City, Missouri. While there, I taught classes in supervision, communications, and customer service. However, my most relevant service related to the Toolkit came at William Jewell College in Liberty, Missouri. For over 20 years, I

was a coach and athletic administrator. My final position was as the assistant dean of Physical Education, Athletics and Facilities. In this position I developed an understanding and respect for all the unsung heroes in the physical plant. I was privileged to see men and women give so much and care so much for doing a great job. Because of the relationships formed

there, I developed a strong desire to teach, coach and lead these supervisors.

While at MCC, I became heavily invested in the Supervisor's Tool Kit. I had the honor of teaching many different classes, most of the time with my very good friend and colleague, Vicki Younger. We had a great time teaching a fine group of people. Although I retired from MCC, because of my allegiance to physical facilities folks, when the opportunity came to teach once again, I returned.

The ladies and gentlemen from the University of New Mexico class did not fail any expectations. They were great and eager learners.



## Vickie's Story



My education and background are in the two fields of higher education and adult and occupational education. I worked a number of years for the military, teaching in their educational programs and then with both a community and a business college.

Upon settling in Manhattan, Kansas, I began my affiliation with higher education facilities management in 1988 at Kansas State University. There, I was initially assigned to a training and safety function and was fortunate to be active in CAPPAs around the time the APPA Supervisor's

Toolkit kicked off. CAPPAs were anxious to get involved in this program as early as possible. Metropolitan Community College was hosting CAPPAs in 1996 and wanted to offer this program for the first time in our region.

Rodger LaBeth, Susie Mickey and I got together and made it happen. Once we had our first class under our belt and the word got out, the demand was high. We offered the course at regional meetings, at our Technology Conference and at individual schools up to six times a year for the first few years. Fortunately, several other

trainers came on board, and we had a strong team.

The people in our region are such dedicated professionals and so eager to get together to network, learn and just have a good time that I must admit I have skipped more than one family reunion to be a part of the group. Getting involved in the supervisory course was such a great opportunity to get to know so many more of our members better. Three to four days working with a group gives you tremendous insight to the ingenuity and knowledge that we have within our membership. I

have never attended a session in which I did not learn as much as any participant. I have made many friends whom I love to see at numerous APPAs, CAPPAs and other gatherings. So, even though I retired in October of 2012, it was easy to say yes to Glen Haubold when he called to see if Rodger and I would come to NMSU to teach the toolkit in February. We had about 45 participants, and I was there only a few hours before I realized that this was *once again*, the "Best Class We Ever Had."



*New Mexico State University Supervisor's Toolkit graduates, with course leaders Rodger LaBeth and Vickie Younger*