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Visit the CAPPA web site at www.cappaedu.com for more information about the association and our member organizations.

CAPPA Newsletter

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From the President: CAPPA 2013 David Handwork, Arkansas State University



The CAPPA 2013 Annual Meeting drew 374 attendees to Galveston Island from September 28 through October 2, 2013. Arkansas State University hosted the event, which had “Synergizing Information & Technology” as its theme.

APPA President Glen Smith launched the conference Monday morning, along with APPA Executive Vice President Lander Medlin. Keynote speaker Brad Hyde, founder of Hyde Group Consulting & Motivation and business development administrator for Delta Medical Center of Memphis, energized attendees by motivating them to generate “60 Ideas in 60 Minutes.”

Educational tracks addressed using assessment and budgeting tools and techniques, managing and presenting data, exploring innovations in maintenance and operations, implementing sustainable processes, commissioning, and developing employ-

ees. Across tracks, presenters emphasized benefits of using technology and sharing information to obtain efficiencies, promote buy-in, and sustain material and human resources in the rapidly changing world of higher education.

Instructors Larry Smith and Steve McClain engaged 23 facilities supervisors in the Supervisor’s Toolkit from September 27 through October 1. APPA staff member Christina Hills and Tony Ichsan of Santa Rosa Junior College in Santa Rosa, CA, led the preparation course for the APPA Education Facilities Professional/Certified Educational Facilities Professional credentialing program.

In the Exhibit Hall, 147 business partners representing 65 businesses shared information with conference attendees about services and products geared to the unique needs and interests of CAPPA members. Business

partners also sponsored several of the special activities that took place.

Attendees balanced work and fun at the conference. They chose from a golf tournament at the Moody Gardens Golf Course or a tour of local historical sites, including the Ocean Star drilling rig and the Tall Ship Elissa. Later, they attended a football watching party at popular local restaurant, Fish Tales.

After the first day of the conference, participants enjoyed dining at the Moody Gardens Aquarium. A group toured the Galveston National Laboratory building systems. Spouses and guests visited historical Galveston mansions, sculptures made by local artisans from trees downed by Hurricane Ike, and the Strand Cultural District for sightseeing and shopping.
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CAPPA 2013 Annual Meeting at a Glance

syn·er·gy

sinərjē/

The interaction or cooperation of two or more organizations, substances, or other agents to produce a combined effect greater than the sum of their separate effects.

Both synergy and gulf breezes were in the air at “Synergizing Information & Technology,” the CAPPA 2013 Annual Meeting hosted by Arkansas State University. More than 370 attendees came to Galveston Island to learn, brainstorm fresh ideas, share information, network, and have fun from September 28-October 2. CAPPA President David Handwork aptly described the gathering as an opportunity to meet changes with positive attitudes and help others along the way by “combining information and technology and making it work for us.”

First time CAPPA annual meeting attendees received a friendly welcome at a reception Sunday evening, sponsored by M360, Inc. Various business partners hosted events throughout the conference.



All participants received a warm greeting from the folks in the registration area.





Learning opportunities included the APPA Supervisors Toolkit, attended by 23 facilities supervisors from September 27 - October 1.

Larry Smith (right) and Steve McClain (standing, left) were the Toolkit instructors.



Sunday arrivals could compete in the annual CAPPA golf tournament at the Moody Gardens Golf Course. Or, they could opt to tour local historical sites, including the Texas Seaport Museum, the tall ship Elissa, and the Ocean Star oil drilling rig and museum.





The exhibit hall opened following the welcome reception on Sunday. Sixty-five business partner organizations shared information and refreshments with attendees.



Sunday night football at Fish Tales was sponsored by Energy Solutions Professionals.

APPA President Glenn Smith kicked off the CAPPA Annual meeting on Monday, followed by keynote speaker Brad Hyde. Brad involved participants in generating "60 Ideas in 60 Minutes."





On Monday evening, attendees were treated to a tour of the Moody Gardens Aquarium—fins and feathers—followed by dinner. Only the penguins wore formal attire.



“Communication Through Positive Thinking” was the keynote at Tuesday breakfast. Brad also delivered Dale Carnegie training.



No paper, pen or pencil needed! Session attendees could sign in by having their badge scanned.



Across educational tracks, presenters emphasized the value of sharing information and leveraging technology to effectively manage and improve facility, financial and human resources.

The reception before the banquet on Tuesday evening was another opportunity to network with friends old and new.



The CAPPA Awards Banquet, sponsored by Spirotherm, Inc., featured entertainment by magician Curt Miller and brave "volunteers" from the audience, delicious food, an array of awards, and passing of the presidential gavel.



2013 CAPPA President Shelton Riley, right, presented the CAPPA Distinguished Member award to Larry Zitzow.



Shelton Riley passed the president's gavel to 2014 President David Handwork.





Dan Whitezell was recognized as a CAPP A Meritorious Member and recipient of the Newsletter Award.

Glen Haubold, New Mexico State University, and Luis Morales, University of Texas at El Paso, promoted the CAPP A 2014 Annual Meeting in El Paso, TX with a presentation and raffle prizes.



Wednesday morning's annual business meeting was followed by the Grand Prize Drawing for a \$2,500 travel voucher.



2014 CAPP A officers were sworn in at the business meeting. From left, back row: Lee McQueen, Edward Heptig, Laurie Lentz, Robert Eckels, Glen Haubold, Shelton Riley, J.B. Messer. From left, front row: Art Jones, Vince Rodgers, Jeanne Hanson, Roy Ruiz, Sue-Anna Miller, David Handwork

A big Thank You to our Arkansas State University hosts, above, and our Business Partners, page 8.



See you at CAPP A 2014 in El Paso!



Thank you, CAPPA 2013 Annual Meeting Business Partners!

Accruent	Energy Systems Group	Olympus Building Services, Inc.
AKF	Ensoft Consulting	OMI Industries
Alpha Building Corporation	Enterprise Rent-a-Car	ONICON, Incorporated
Antron	Envo Market Solutions	PPG Architectural Coatings
APPA/2014 Info Booth	FieldServer Technologies	Revolution Bag
Armstrong International	Green World Strategies	Ross & Barruzzini, Inc.
Avian Flyaway, Inc.	InPro Corporation	Schneider Electric
Belfor	Interface	SchoolDude.com
Belimo Americas	ISES Corporation	Sega Inc.
CAPPA Historian	JE Dunn	Shah Smith
CAPPA Tech/Professional Development	Johnson Controls	Sightlines
Castro Roofing	KBR	Spectrum Engineers
Centennial Contractors	KIRA, Inc.	Spirotherm, Inc.
Choice Partners Cooperative	KJWW Engineering	SSC Service Solutions
Composite Cooling Solutions	Lord*Aeck*Sargent	Stanley Consultants
Crafton Tull	M360, Inc.	Stanley Security Systems/Tools
Cynergy AEC	Marcis & Associates, Inc.	TCPN
Dale Carnegie Training	Marvin Windows and Doors	Tennant Company
Design Materials, Inc.	McGard, LLC	The Clark Enersen Partners
E&I Cooperative Purchasing	Mid-Continental Restoration Company	360 Energy Engineers
Electro Industries/ GaugeTech	Miracle Method	TMA Systems
Energy Solutions Professionals	Motivational Speaking	Trane
	Nouveau Construction and Technology Services	VFA, Inc.
		Walter P. Moore

From the President: CAPPa 2013, *continued*



CAPPa 2013 concluded with a reception and an awards banquet that featured magician Curt Miller. Recipients of APPA awards presented in July were recognized at the banquet: Mike Johnson, University of Arkansas, *Meritorious Service*; Glen Haubold, New Mexico State University, and Chris Snow, Oklahoma City Community College, *Pacesetter*; and Sue-Anna Miller, University of Oklahoma, *Unsung Hero*.

Distinguished Member; Roy Ruiz, University of Texas at Austin, Lee McQueen, University of Nebraska Kearney, and Dan Whitezell, Spirotherm, Inc., *Meritorious Member*; Tim Stiger, formerly of University of Science and Arts of Oklahoma, and J.B. Messer, Oklahoma City Community College, *President's Award*; and Dan Whitezell, Spirotherm, Inc., *Newsletter Award*. Bob Casagrande, retired

CAPPa awards presented included Ted Weidner, Purdue University, and Larry Zitzow, University of North Dakota,

director of Facilities Services and Renewal at Southern Methodist University, was recognized for receiving an Emeritus Membership award from DFWAPPa.



All attendees were encouraged to attend the CAPPa 2014 Annual Meeting, which will be held in El Paso, Texas, and co-hosted by New Mexico State University and University of Texas at El Paso.



From the Immediate Past President: Successful Succession Planning Shelton Riley, Texas Christian University

“Having the right people in the right place is not something that just happens. It requires diligent planning by the organization and excellent training to develop employee skills.”

Successful succession planning is a deliberate plan for a successor to assume the duties of someone who is leaving his or her employment due to a number of reasons, which may include new employment opportunities, termination of employment or retirement. The changing of the workforce is something that all businesses, schools and universities face as today’s baby boomer employees look for the next chapter in their lives. For some that time is quickly approaching; others have a few more years before turning that page in their lives. Regardless, the proper preparation of someone to assume the duties of these lost employees is a major concern for all. Having the right person in the right place can make the difference between continuing to be successful and having old problems turn up once again. History has a tendency to repeat when we make the same decisions we made in the past.

Having the right people in the right place is not something that just happens. It

requires diligent planning by the organization and excellent training to develop employee skills continually to meet the requirements of the job. This is not something that happens overnight. Experienced administrators know that new employees require many hours of training to assume the duties of the vacated positions, and while training brings some knowledge about the overall job requirements, those skills normally fall way short of the abilities of the employees that have been serving in those positions for the last decade or longer. Often, knowledge can simply be taught through the use of operational manuals, basic job descriptions, past performance indicators and employee handbooks. However, the skills required to execute a job efficiently require a lot of practice and sometimes years of experience. Both require time on the job and cannot be taught!

By the year 2014, it is expected that many U.S. businesses and governmental

agencies will be faced with losing up to half of their employees due to baby boomer retiring. Where are the replacements going to come from and will we have time to train them adequately to assume these positions? The most logical place should be from current employees that have been working for those whom we will be replacing. Have we been moving toward the goal of training those employees to assume their new roles of responsibility?

How many of the *7 Habits of Highly Effective People* do you think could be applied to this scenario? First, we had better be proactive with giving our current staff the knowledge to assume these new leadership roles. Second, our training needs to be geared toward the goal of having employees with the skills required for those positions. Third, we need to put first things first, which means we need to assess where we are so we can develop the strategies needed to reach our goal. Next,

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Succession Planning, *continued*

we must think Win –Win! Train, retrain and train some more. I once heard someone say, “If we train that employee he will leave and go to work someplace else.” I asked him, “So are you ok with him continuing to work for us and not be trained?” I’m not. If an employee understands that you are expecting him or her to be continually improving job skills for future advancement, how do you think they will react? Keep employees in the loop. Encourage them when they need it. Praise them when they accomplish a goal, complete a task or do a good job!

So how do we do all these things? We share our experiences, our successes and, yes, our failures, too. If I

tried something and it didn’t work, why would I want someone else to suffer the same outcome? Maybe they could shed some light as to what I might have done wrong. Never be afraid of failure; use it as a building block to learning. Simply not trying is much worse!

Finally, how do we sharpen the saw? So glad you asked! That’s where your membership with APPA/CAPPA comes into play. The Supervisors Tool Kit is one of many opportunities for great training for employees waiting and wanting to advance within our universities. Those training opportunities continue with APPA U, including the Institute for Facilities Management, the

Leadership Academy and Credentialing Prep Courses. The Book of Knowledge (BOK) offers all individuals of your institution 24/7 web access to a wealth of information, including guidelines and standards that many of our colleagues use daily. The CAPPA Tech Conference will be held in a few months in San Antonio and offers many of the training opportunities already mentioned and more.

Together we can continue to develop those that will lead our universities for years to come by fulfilling our mission statement: To educate individuals to think and act as ethical leaders and responsible citizens in the global community.

“By the year 2014, many U.S. businesses and governmental agencies will be faced with losing up to half of their employees due to baby boomer retiring.”





News from the Junior Representative to APPA

Bob Eckels, Missouri State University

“As we have learned within our region, facilities managers for the most part have similar problems to solve, and of course that is no different across all of APPA.”

A Big Shout Out to the Arkansas State facilities staff for putting on a great CAPPAs 2013 Conference in Galveston! David Handwork, Al Stoverink and their remarkable staff were faced with an enormous task when they accepted the challenge of coming to the aid of CAPPAs during a time circumstances dictated a truly dedicated CAPPAs team was needed. It was a unique arrangement that they planned and executed with grace and professionalism. WELL DONE!

At Galveston, the Executive Board addressed a number of important issues that forged the future of CAPPAs.

Integrated Membership

Preparing for the subsequent successful membership vote to go to an Integrated Membership with APPA was huge. Not only does it simplify what was a difficult and confusing CAPPAs membership algorithm, but it allows for a much better understanding of who our members are. Additionally, it really does open up the region to what I believe to be our mission, to

better spread the word of good practices, sound ideas, and networking to facilities managers of institutions throughout our region. The brief sheet of [Integrated Membership](#) displayed at the conference can be found on the CAPPAs web site. (Click on hyperlink above.)

Two other important Executive Committee issues worked this past session and subsequently approved via approved changes to the Bylaws were the voting for the 3rd Vice President and the selection of the site for the Annual Meeting.

Third Vice President

Beginning next year, the 3rd Vice President will be elected based upon leadership qualifications alone. The site of the 2017 Annual Meeting will be determined by the Executive Committee to move the annual event around the region for efficient exposure to those institutions that either have not experienced CAPPAs or may not have the wherewithal to make the long trips to the southern portions of our region. The

brief sheets of [3rd Vice President and Site Selection](#) displayed at the conference can also be found on the CAPPAs web site. (Click on hyperlink above.)

Regional Collaboration

In my new role as Junior Representative to APPA, I have learned how instrumental CAPPAs members have been to the national organization. Those that CAPPAs has placed on APPA committees have truly been leaders making a difference for APPA overall, as well as developing good relations with CAPPAs's five sister regions. To continue the latter, regular teleconferencing is taking place with the regional senior and junior reps. The objective is to share what is working within respective regions that make them better, with the intent of making all of us better. As we have learned within our region, facilities managers for the most part have similar problems to solve, and of course that is no different across all of APPA. Issues already being discussed include the Mexico initiative, military

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News from the Junior Representative, *continued*

member engagement, and improving annual regional conferences.

Pacific Coast APPA, Rocky Mountain APPA, Southeast APPA and CAPPA are being asked to provide feedback on how each are approaching the transition of bringing the Mexican states into the regional organizations. The [geographical expansion for the regions](#) is illustrated below and is available on the CAPPA web site. CAPPA is very fortunate to have Lalo Gomez, a dedicated Emeritus CAPPA member, to assist with our efforts in this precedent-setting initiative. We look forward to the re-

ports of what we can expect this next year.

As many higher education facilities managers are nearing retirement age, the need to focus on recruiting qualified new and younger blood into our field is becoming more apparent. Interest should be paid to those transitioning out of the military. Veterans have already received extensive training and experience in leadership roles during their military careers, and many in the facilities management field. Discussions are revolving around exposing those in their transition to civilian life to what we offer in higher education.

Though it is in early stages of discussion, CAPPA has offered the Midwestern APPA Region the possibility of working together to host a combined regional annual meeting in the future. This is viewed as an opportunity to have some exposure with an adjacent region to expand our horizons as an organization, as well as individual institutions and business affiliates. St Louis is viewed as a perfect location. I hope there will be more to report on a combined meeting this next year.

I look forward to serving CAPPA for 2013-2014 as the Junior Rep!

APPA Mexico Initiative: Expansion of the Regions





From the Professional Development Co-Chair: Just One Idea

Sue-Anna Miller, University of Oklahoma

“Just one idea learned at a conference and applied back home can have lasting impact.”

Arkansas State University provided another outstanding conference with the delivery of CAPPA 2013 in Galveston Island, TX. The educational offerings were excellent, and the opportunities for meeting others in our business and building relationships with those we already knew were plentiful.

Those of us fortunate enough to attend the conference are indebted to our school for sending us. In these economic times, it's safe to say that not everybody who wants to travel and attend a conference will be able to. So, how do we go about repaying that opportunity? With just one idea. That's all it

really takes. Just one idea learned at a conference and applied back home can have lasting impact.

I remember attending an APPA Institute years ago when I was pretty new in the facilities profession. The week was full of ideas and techniques that have helped shape my career, but it was just one of those ideas—an idea about team cleaning—that has had the most lasting impact back at my school. Through the things I learned about team cleaning and a relationship I formed with another custodial professional at the Institute, my university was able to address a severe budget cut that very next year in a thoughtful manner

without having to resort to extreme tactics such as layoffs. The financial payback on just that one idea was enough to pay for the costs of more conferences than I will ever be able to attend in my entire career.

So what's next? The CAPPA Professional Development Committee is finalizing the agenda for the 2014 CAPPA Technology and Leadership Conference in San Antonio, February 25-28, 2014. Registration is open, and I hope that you will all be able to make plans to attend.

And most of all, I hope that you will each take just one idea back to your university that will make a difference.

2014 CAPP

Technology and Leadership Conference



A Preview of CAPP Tech 2014

Jennifer Cox, Missouri State University

It is almost time for the annual CAPP Technology and Leadership Conference in sunny San Antonio, Texas. This conference is a unique, mid-year educational opportunity for facilities management professionals. CAPP Tech provides two days of outstanding educational sessions from our business partners as well as the opportunity to interact with other facilities professionals in an easy, relaxed setting.

Four educational tracks are offered: Leadership/Management, Custodial and Grounds, Planning, Design and Construction, and Energy and Utilities. Sessions range from sustainable cleaning methods to developing a modular chiller plant,

and from planning and training for disaster recovery to re-skinning a building. Educational sessions are filling up quickly, and we are still adding to the agenda. If you have a unique success story to share with attendees or know of a business partner who has one, let us know.

APPA's Academy on Campus-Track 1 will be offered February 25 through February 28, 2014, at the special rate of \$850 per attendee. The C/EFP prep course and exam will take place on Saturday, March 1, ensuring this conference is one that fits the needs of all of your staff.

The conference kicks off Wednesday evening, February 26, with an opening reception.

Meals provided to conference attendees include breakfast, lunch, and dinner on Thursday and breakfast and lunch on Friday. One of the highlights of the CAPP Tech conference is the BBQ dinner in McArthur Park on Thursday evening. The conference will conclude Friday afternoon with an ice cream social at which door prizes will be awarded.

The Executive Committee meets on Friday, February 28, and the remaining committees meet on Saturday, March 1. Specific times are noted on the agenda, available at the registration link at right.

While there is no spouse or guest program for this conference, local transporta-

tion to the River Walk and other places of interest is easily obtainable in San Antonio. Tickets for the BBQ dinner Thursday evening may be purchased at the conference for \$25 per guest.

The conference hotel is the Hilton San Antonio Airport, which offers complimentary shuttle service to the airport, free parking at the hotel and complimentary internet.

Registration is open now through the CAPP website at <http://www.cappaedu.com/events>. Join us for an excellent mid-winter getaway in the beautiful city of San Antonio!



Tackling the Hidden Costs in Facility Operations

Jamshed Rivetna, Ensoft Consulting, Inc.

“Digging deep into a few specific areas of the facilities operation, facility managers will be surprised to learn that a good portion of their shrinking budget dollars is being spent on various non-productive hidden costs”

Higher education organizations have considerable money invested in real estate and facilities assets. Yet, facilities management is viewed by many as a cost center or just a *maintenance* function. With shrinking budgets, facility managers are repeatedly asked to streamline operations and reduce the expense of facilities maintenance.

The difficulty in any general cost-cutting initiative is identifying and eliminating non-productive excessive costs that can be cut. The tendency is to search for quick-hit, big-ticket cost reductions that won't adversely affect operations. In most facilities departments, these big-ticket items don't exist. When they do, they typically provide only a one-time cost savings that doesn't really reduce ongoing budgets.

To truly reduce budget needs, facility managers need to implement real and sustainable cost reduction strategies. This type of cost reduction involves identifying where excessive costs are leaking and closing those leaks. These slow cost “leaks” are your hidden costs. On your budget lines, they look normal. But with some analysis, you'll often find cost reduction opportunities in them. By identifying and reducing these hidden

costs, you can enable and achieve long-term budget reductions.

Digging deep into a few specific areas of the facilities operation, facility managers will be surprised to learn that a good portion of their shrinking budget dollars is being spent on various non-productive hidden costs such as these common hidden costs found in most facilities operations:

- Purchasing and carrying cost of excessive spare parts inventory
- Labor time spent following inefficient and redundant processes
- Labor and materials cost of performing repairs on equipment under warranty
- Labor and materials cost of performing preventive maintenance work too frequently
- Equipment costs incurred because of inadequate equipment maintenance procedures, causing unnecessary breakdowns, costly repairs, or avoidable replacements
- Excessive administrative costs gathering operating information and compiling management reports

- Labor and materials cost of performing *billable* off-the-record work for customers, but not recapturing the costs

Facility managers can begin the process of identifying and addressing these hidden costs by taking several steps. Use the following steps as starting points for budget reduction strategies in the respective areas of your operations:

Record and analyze parts/materials usage.

When documenting work order completions, enter actual material items used by stockroom part number. Then create reports that show historical usage for the items. This actual usage history, not purchase history, should drive inventory decisions. By evaluating information on repair parts actually used, managers will likely find there is a stockpile of parts that are seldom used or non-critical for regular and emergency maintenance. The analysis will uncover two specific opportunities for budget reductions: 1) the opportunity to reduce stockroom space and manpower by only stocking critical and/or urgent materials, and 2) the opportunity to cut purchase costs by making purchases that more accurately match demand. Instead of purchasing what

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Hidden Costs, *continued*

you have always purchased, start purchasing what you actually need.

Track and analyze maintenance employee time.

How much time is being allocated to actual work orders? How much time is being spent between jobs? How much time is spent looking for parts? With a better picture of how labor hours are used, managers can more accurately define true labor requirements and begin optimizing their maintenance personnel's time. Any resulting improvement in labor utilization will translate to an increase of available work hours per week. These additional hours should not be spent on additional work orders. They should be spent on higher-level activities such as inspections, equipment analysis, improvement projects and education. These higher-level activities will uncover and enable cost reductions.

Record and track equipment warranty dates and coverage.

Technicians working on equipment are rarely aware of warranty information or expirations. As a result, they may inadvertently incur

costs that the manufacturer or vendor should cover. Most maintenance software on the market today has some warranty tracking functionality. Take the time to set it up and use it properly. With electronic records and easier access to warranty dates and coverage, managers can avoid the costs associated with maintaining warranted assets.

Formalize and improve preventive maintenance programs.

Research studies over the years have shown that operating costs of running in a proactive mode are lower than costs of running in a reactive mode. Implementing a standardized and deliberate preventive maintenance program for building inspections and equipment maintenance will help cut repair/replacement costs significantly over the long-term. When you are developing preventive maintenance requirements for equipment, do not overdo it. Not all assets and equipment require preventive maintenance. Analysis of historical work on certain equipment may show that reliability of the equipment is not ad-

versely affected by less frequent preventive maintenance. In such cases, managers can reduce their preventive maintenance requirements for that equipment and spend the labor time on other value-adding activities.

Improve and streamline operating processes.

By tracking and documenting the flow of work through their departments, facility managers can quickly reveal inefficiencies and redundancies inherent in their processes. They will uncover the obvious inefficiencies like duplicating copies of work order forms, stacking of completed work orders to await data entry, and awaiting processing of purchase orders or invoices. Once exposed, these inefficiencies can be eliminated with a redesign of operating processes.

The steps listed above are a starting point for uncovering cost-reduction opportunities. Once the opportunities are uncovered, improvement projects can be initiated to target and eliminate the identified hidden costs.



Sustainable cost-reduction is not easy, and it does not happen overnight. For facility managers to initiate and successfully implement cost-cutting measures, they must first understand their current operations. They must have access to operating information which typically comes in the form of reporting from their Computerized Maintenance Management Software (CMMS). Most CMMS software available on the market today has the inherent ability to provide the needed information. What's often missing is the availability of useful management reports. With the right analytical information and reports from the CMMS, facility managers will better understand their operations and can start identifying and initiating improvement efforts targeted at the various hidden costs.

Is Your Institution Worthy of Award Recognition? *APPA Award Nominations and Applications Due January 31st*

Bob Eckels, Missouri State University



See how you
 can do it for
 your
 institution!

Nominations and applications are now being taken for APPA's 2014 institutional and individual awards: Award for Excellence, Sustainability Award, Effective and Innovative Practices Award, APPA Fellow, Meritorious Service Award, and Pacesetter Award. **The submittal deadline for the 2014 awards is January 31, 2014.**

Award for Excellence

The APPA Award for Excellence is designed to recognize and advance excellence in the field of educational facilities. Originally established in 1988, the Award for Excellence is APPA's highest institutional honor and provides educational institutions the opportunity for national and international recognition for their outstanding achievements in facilities management. The award is designed to highlight the essential role of facilities operations in the overall institutional mission and vision. Award for Excellence nominations are evaluated using the same criteria applied through the Facilities

Management Evaluation Program (FMEP) in the areas of leadership, strategic and operational planning, customer focus, information and analysis, development and management of human resources, process management, and performance results. Nominated institutions also submit to a site review conducted by an awards evaluation team, when appropriate. The Award for Excellence designation is valid for a period of five years. *See [video](#) about CAPPA award winner Texas Tech University (2013).*

Sustainability Award

APPA's Sustainability Award in Facilities Management is designed to recognize and advance sustainability excellence in educational facilities. This is APPA's newest award, introduced for the first time in the 2012 annual award cycle. Reflecting APPA's Sustainability Statement, the award recognizes the facilities management department that has integrated sustainable policies and "green" practices throughout all facets of

the organization and embedded them within the educational institution.

Effective & Innovative Practices Award

APPA's Effective & Innovative Practices Award recognizes programs and processes that enhance service delivery, lower costs, increase productivity, improve customer service, generate revenue, or otherwise benefit the educational institution. Award nomination entries must describe either a new program or significant restructuring of an existing program or process. Up to five ranked submissions will be eligible for a cash award sponsored by Sodexo. Winning entries will receive special recognition on both APPA's website and in APPA's *Facilities Manager* magazine. *See CAPPA award winner [submission](#), UT Austin (2012).*

Step through the application process on the APPA Web-site at <http://appa.org/membershipawards/index.cfm>