

# CAPPA Newsletter—Fall 2015

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## Save the Dates!

October 10–14, 2015  
CAPPA Annual Conference  
Manhattan, KS

January 17–21, 2016  
APPA U—Institute for Facilities  
Management and Leadership  
Academy  
New Orleans, LA

February 22–26, 2016  
CAPPA Technology &  
Leadership Conference  
San Antonio, TX

## From the President:

### Glen Haubold, New Mexico State University

It has been an interesting year as your President.

I began the year in El Paso by encouraging as many of you as I could to volunteer for service to your professional organization through the APPA family: Arkansas APPA (AAFA); DFWAPP (Dallas-Fort Worth); MOAPP (Missouri); OACUPPA (Oklahoma); TAPPA (Texas); or our little Desert APPA in the El Paso – Las Cruces region.

Recruiting volunteers has occupied a significant component of my time as President, and my motivational pitch will continue right up until the end. I think it is safe to say that when you hear, “*My Daddy used to say*” you realize some kind of discourse is coming. Well, my Daddy used to say that I should always “*give something back*”.

My career in Higher Educational Facilities has been very rewarding, and I have always been engaged with APPA in one organizational form or another. Whether it was playing golf with those good ol’ Texas boys, at-

tending conferences, or going to training, I was always on the receiving end of something that helped me: I learned how to navigate the convoluted pathways of Higher Ed, I picked up tricks to vanquish bed bugs; I learned to develop standards and measure performance, and I heard all I need to ever know about the process of calcification from the discussion of waterless urinals. More to the point, I have worked for four institutions along the way, and almost every move was made after a suggestion from my friends in APPA.

I have always found that when I give something back, however, the greatest reward is the enrichment it brings to me. That has certainly been true with my time as President of CAPPA, and I will once again encourage all of you to get involved.

With everyone working 60-hour weeks and many facing uncertainty in their administration, it is harder



and harder than ever before to find volunteers for CAPPA. I just do not think that the solution is with

paid positions; I truly believe that we can solve this dilemma by creating more volunteer positions and thus spreading out the time commitment.

So – let me know that you are available, and I’ll help you find you a good fit.

See you in Kansas!



To view the CAPPA website and find a complete listing of the Executive Committee—visit  
<http://www.cappaedu.org>



## 2015 CAPP A Conference . . . Right Around the Corner!



By Ed Heptig

The 2015 CAPP A Conference “The Future is Now” is right around the corner!

We are excited to have CAPP A back in Manhattan, Kansas also known as the Little Apple where you will find exciting things to do all over town and a great place to come back to explore what you missed. If you come in early or stay after the conference, you will enjoy great shopping, great night life and don’t miss our famous Aggieville. With such a great town, you may not need more but in the middle of it all is one of the most beautiful campuses around, Kansas State University, home of the Kansas State Wildcats. KSU was ranked the #1 college town in the United States, according to Livability.com. So come join us as we start our 2015 CAPP A Conference.

### Some highlights of the conference:

- ◆ One of our main things at the conference will be meeting up with old friends and meeting new ones; networking with your peers, and working with our great Business Partners. We have some great educational sessions set up for you. I challenge you to take at least one thing you learned back to you school. Show your leadership the value of being part of this organization, CAPP A and APPA, and what it brings to your campus.
- ◆ Our annual Sunday golf tournament this year will be at the #1 golf course in Kansas, Colbert Hills. The tournament and all of your golfing needs, breakfast, lunch, and prizes for Higher Ed Members and Nonmembers— all covered by the sponsorship of Honeywell Building Solutions
- ◆ If you choose to come to Manhattan on or before Sunday but don’t play golf, there are several other exciting excursions being offered

## KANSAS STATE UNIVERSITY

including brewery tours and tastings, as well as an afternoon at the Sunset Zoo.

- ◆ Energy Solutions Professionals are planning another exciting Sunday Night Football Watch Party. This year attendees will be bussed to the newly renovated Bill Snyder Family Stadium where they will enjoy food and drinks on the snazzy club level. Tours of the stadium will be available and attendees will be invited to watch the Sunday night football game on the jumbo Tron from luxury seats.
- ◆ Tuesday’s schedule includes a tour of the K-State Manhattan campus, our famous Call Hall ice cream made from K-State’s own dairy cows, and of course the

Awards Banquet sponsored by Spirotherm, Inc.

So If you have not made your reservation please do so soon. Listed below are the dates and the main hotel of the conference

- ◆ Dates: October 11-14, 2015
- ◆ Location: Manhattan, Kansas, at the Hilton Garden Inn and Conference Center
- ◆ Everything you need to know can be found on the conference website, which is easily accessible from the [www.cappaedu.com](http://www.cappaedu.com) home page.

We all look forward to seeing you in the Little Apple in a few weeks.

We are excited to have CAPP A back in Manhattan, Kansas, also known as the “Little Apple” . . .

## Planning Team Implementation

By Ana Thiemer, University of Texas-Austin

With a renewed focus on service, The University of Texas at Austin created two new sections within the Project Management and Construction Services (PMCS) organization. The two new sections consist of a Technical Review Team and a Planning Team. Each aims to provide a more efficient, higher quality facility construction project. In a parallel fashion, the two new sections not only have an outward focus on service to the customer, they also have an inward focus on providing service to the entire PMCS organization as well.

The Technical Review Team provides a review of all design

and construction projects for accuracy, code compliance, adherence to the UT Design & Construction Standards, and general applicability to meeting UT needs. Previously, PMCS utilized nearly its full Project Management Team of approximately 35 staff to execute reviews. On May 4, the Technical Review Team was implemented to address the following goals:

- ◆ Provide a consistent set of review comments for all projects, regardless of where they are initiated or how they are managed.
- ◆ Provide a greater opportunity to identify project chal

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## CAPPA Technology and Leadership Conference 2015



Sue Anna Miller  
Professional Development Committee Chair

The CAPPA Professional Development Committee is already hard at work planning the 2016 CAPPA Technology and Leadership Conference for you in San Antonio, Texas. Mark the dates on your calendar for Wednesday, February 24 through Friday, February 26, 2016. The Executive Committee will meet on Friday, February 26 and remaining committees will meet on Saturday, February 27.

This year's conference will offer two new pre-conference sessions on Wednesday, February 24, 2016. The first is an Emerging Professional Summit. Facilitated by APPA Board of Directors Emerging Professional Representative, Lindsay Wagner of Colorado State University, the Emerging Professional Summit is an interactive session designed to involve emerging professionals by helping them bring to the table:

- ◆ Fresh new ideas to share and implement
- ◆ Desire to be engaged and be active at the chapter, regional, national, and international levels
  - ◆ Different perspectives that challenge the status quo
  - ◆ Motivated to be engaged with the broader membership
  - ◆ Provide significant contributions and seek mentoring opportunities

- ◆ May introduce different modes of information technology
- ◆ Aspire for growth and leadership in a facilities management career in higher education

Additionally, Wednesday's pre-conference agenda will include an educational session on Key Performance Indicators and Metrics. This session is open to all facilities professionals, regardless of the CMMS or IWMS they use, and will provide significant information about defining, establishing and using key performance indicators and metrics to guide

and improve organizational efficiency. Offered at no cost to participants through the generous support of CAPPA's business partner, Asset Works, this session will be limited to the first 60 attendees who register.

Watch for more information to come and for registration to open in October 2015. See you in San Antonio!

## In Search of Funding for Professional Development . . . Look No Further

*By Jen Cox, Missouri State University*

Continuing education and professional development are important tools for the enhancement of one's career in the educational facilities profession. With budget restrictions at universities and educational institutions nationwide, supporting continuing education and professional development can be challenging. One of the ways that CAPPA serves its membership is through the offer of continuing education grants for an APPA, CAPPA or state sponsored educational opportunity. Continuing Education Grants (CEG's) are available for individuals who have achieved a notable level of professional growth and are looking to take the next steps. This funding opportunity can help institutions take advantage of educational opportunities in the state, region, and nationally through APPA from Supervisor's Toolkit to CAPPA annual conference to Leadership Academy to the Institute for Facilities Management.

The below guidelines help to ensure that funds are distributed across our membership fairly and consistently:

- ◆ Only one grant may be awarded per person during any single CAPPA fiscal year granting period of April 1 - March 30.
- ◆ Only two grants may be given to a single institution during a fiscal year.
- ◆ CEG's may be used for registration and travel/lodging expenses, with travel funds accounting for \$500 per award.
- ◆ CEG's will be good for one year from the date of award and are to be used for a named event held during that twelve-month time period.
- ◆ CEG's to national events will be limited to ten applicants per fiscal year.
- ◆ CEG applications will be considered at the next regularly scheduled meeting of the CAPPA Professional Development Committee (generally the fourth Tuesday of the month).

A grant application form can be found and submitted online at [cappaedu.com](http://cappaedu.com). Questions regarding the CEG program or the application form can be addressed to [cappaedupd@cappaedu.com](mailto:cappaedupd@cappaedu.com).

## From the Immediate Past President. . .

By David Handwork, Arkansas State University

### Managing the Volume and Speed of Communications to Meet Evolving Performance Expectations

Effective workplace communications has been studied and dissected, with thousands of books, articles, theses, seminars, webinars, training sessions, and the like covering the topic. There's nothing I can add to shed light on what makes communications effective other than persons should do it honestly, do it timely, do it regularly, do it succinctly, and do it prudently with all affected constituents. In recent years, I have been searching for resources to enlighten me on how to manage the 21<sup>st</sup> century volume and speed of business communications. I have been largely unsuccessful. It seems this has been an overlooked discussion. I know I'm not the only person feeling overwhelmed by the daily deluge of emails, office phone calls and voice messages, cell phone calls and voice messages, text messages, social media messages, meetings, face to face communications, and even the occasional paper letter or memorandum (yes, I still get these from time to time). Along with this speed and volume of communications comes an evolved performance expectation of response and action. Customers, constituents and leadership expect timely response with timely action when required. What is timely? Depends upon the situation, but my experience indicates within 24 hours of initial communication. Is this possible? Not always. However, following are some practical and fundamental measures I have found from various time management resources that have helped my daily communications.

- ◆ **Address ALL your daily work emails within 24 hours.** Depending upon your work role and responsibilities, you may only be receiving an average of 30 daily emails. As your leadership role and responsibility increases, so do your daily emails. My emails average about 70-80 daily, and I know peers or institutional leaders with 100+ daily average. I was embarrassed when others saw I had at one time over 600 unread emails in my inbox. What does that communicate if you are one of those unread conversations? It says "I'm not important enough to read/open my email". It was a challenge, and it took me nearly 4 months of extra effort, but I have maintained at the start of my workday with all prior day emails read and responded for the last 2 months. The results have been tremendous. I have little to no anxiety on missing or not addressing an email. Customers and constituents have responded very appreciative to the timely response, even if responding back with "Thanks for your email; here's the action plan...", or with follow up questions. It's also very satisfying to know I'm not behind on email communications.
- ◆ **Delete and unsubscribe all unimportant emails.** We all are subject to marketing emails. Get rid of them, unsubscribe (usually at the bottom of marketing email), mark them as spam or junk email. Business partners may not want me to give this recommendation, but you cannot manage these emails along with your work related volume. There are about 4 newsletter subscriptions I maintain, but that's all.
- ◆ **Use email as a secondary communication, not primary.** Recognize your staff, peers, customers, and leadership are overwhelmed with email traffic as well. Only email when necessary, and limit the number of recipients. I'm not a fan of carbon copying more than 2-3 parties. Resist the temptation to include a large group on an email that requires open discussion between multiple persons. Have a phone conference or face-to-face meeting instead.
- ◆ **Create an email filing system and use it religiously.** Emails are great for follow up documentation. Many over utilize emails to ensure documented communications are present, usually for good reason. The filing system will keep your In Box clear for managing your daily incoming.
- ◆ **Use your phone or cell phone more often as the primary communication.** I was so excited in the late 1990's to proliferate my communications to email, so that my words are documented, and communication was time stamped. However, this conditioned me to omit phone conversation as a primary means. When you need an immediately answer or address an important customer need, call that person(s). Don't email. You can always follow up with an succinct email "...per our phone conversation today...". Voice communication is so important to developing personal relationships that is inherently lost with email.
- ◆ **Address all voice messages same business day.** I admit, I really struggle with this. Many times, I open the voice message after work hours or before work hours the next day. I'm always tempted to wait until I know they are in the office to call them back. Bad idea. We can get very distracted or busy and fail to return the call for days. Call back and leave a message (if the person does not answer), therefore you have acknowledged the call, and suggest a time you are available for a return call that day. Make yourself available at that time.
- ◆ **Use text messages sparingly, for important brief conversation, and as a supplement to email and phone calls.** When text messaging first emerged, I

thought it was the dumbest idea since the square bowling ball. However, I've done a 180-degree in my opinion. Texting is great for important short messages. If you can ask a question or give a response in 20 words or less, send a text. I openly welcome co-workers, customers, and leadership to text me when important emails or phone calls need to be addressed. This speeds my response time for urgent matters.

- ◆ **Be proactive with communications.** The best way to manage incoming emails, calls and text requesting updates, statuses, or other questions is to regularly initiate proactive communications. I confess, this is the hardest discipline for me to incorporate in my daily routine. It's much easier to be reactive to customer request. However, customers greatly appreciate a proactive communication role, since they don't have to take time from their busy schedules to ask "Where are we on that project?"
- ◆ **Prioritize your responses.** We all have supervisors and customers. Use email tools to highlight certain parties as "starred" or "important" to address quickly. This does not imply other co-workers or staff are less important. However, we must acknowledge certain customers and leadership should be prioritized when addressing communications.
- ◆ **Limit social media communications.** I noticed a trend of employees utilizing social media as means of communications when their job role does not warrant this communication medium. I want to caution this may be effective in some venues, but it can add yet another layer of communication management in an already saturation of communication methods.

These practices may not work for you. If not, develop your own best practices and routines, and follow through daily. You will see your communication management improve and your resulting customer service.

## THOMAS EDISON



I will not say I failed 1000 times , I will say that I discovered there are 1000 ways that can cause failure - -



# Five Reasons to Promote Campus Energy Projects to Students

By *Phil Yuska and Sterling Miller*  
Performance Services

Sustainability efforts, energy savings, and greenhouse gas inventory metrics are all high priorities to a college or university, and more importantly, to their students. When engaging in a master energy plan or energy savings renovation project, there is an excellent opportunity to build student support around campus sustainability.

Energy improvements occur mostly out of sight, so raising awareness of these projects can hold real benefits, including encouraging desired behaviors on how a campus building can and should be used to contribute to a college's carbon footprint reduction goals. Here are five reasons to consider actively promoting your campus energy efficiency projects to students, faculty and community stakeholders:

## 1. It contributes to your overall sustainability story:

A capital renovation project with measurable energy savings goals offers a great platform for communicating a success story about your campus efforts. Today's students love to hear this and expect it to some degree. Involving students throughout the process not only builds credibility for your campus' sustainability projects, but it also creates an opportunity for perspective students who are looking to get involved with sustainability on campus.

## 2. It creates a new, experiential-based learning opportunity:

A project involving the evaluation, design and installation of new energy-efficient systems is an excellent opportunity for student engagement and learning. Students engaged in various disciplines of study including mathematics, science, engineering, technology and marketing can benefit from a real-world application. Students in work-study or internship programs can partner with the sustainability

department as a project partner, where they can learn how energy conservation projects are implemented and they can see the actual impact of the project.

## 3. It maximizes your future energy savings:

Buildings don't use energy, people do. Informing the people that routinely use your campus buildings and asking for their active support can make a dramatic difference in energy consumption. The facilities team has a n opportunity to work in partnership with all building stakeholders to promote a clear understanding of the goals of a project. This can serve to encourage cooperation and support desired behavioral changes.

## 4. It can serve to recognize your facilities staff as important contributors to your sustainability plan:

Many times the great work that is being done by the facilities department isn't fully understood, but their work does have a big impact. Sharing information about a renovation project and engaging students with regular updates about specific improvements helps increase this understanding that both the administration and facilities team are actively maintaining an efficient campus.

## 5. It's a cause to celebrate your progress and success:

There are many things that a campus does that can be celebrated using the regular communication channels readily available to the college or university. Regular project updates can be provided by the project partner and published in a campus newsletter or on social media. Supplying real world contributions towards greenhouse gas reduction and energy conservation will foster camaraderie and pride among the student body. For administration, sharing project results can demonstrate that leadership is focused on minimizing costs and want to engage campus stake-

holders as active participants to help with energy savings.

As a recent example, the Purdue University North Central campus included a project update regarding their energy efficiency efforts to all students and faculty in their Chancellor's Newsletter. While this project is ongoing, connecting with students through updates and project successes is crucial.

So, if you are looking for ways to attract and engage students and tell everyone that you are actively working to reduce cost and care about the environment, don't miss this opportunity to share your accomplishments. After all, they want to hear it.



*Sterling Miller*  
Performance Services  
Business Development Manager  
CAPP A Business Partner

## Report from the Outgoing Senior Rep to APPA



By Bob Eckels

### A Look Back – August 31, 2015

This October in Manhattan, KS, I will complete my term as an officer of the CAPPA Executive Committee. It will officially conclude my facilities management career in Higher Education, because I also retired from Missouri State University in January of this year. One of the criteria for timing my retirement was to ensure I fulfilled my obligation to CAPPA, the organization that played a significant role in my effectiveness as a facilities manager at my institution (I will conjure up in my own mind that the effectiveness was positive, but I am retired so let me have this ... J). Fortunately, the CAPPA Bylaws afford me the opportunity to fulfill my final year on the Board in a retired status. Given this finality, this seems to be the right time for me to reflect on what CAPPA meant to me personally, as well as to my role as Director of Facilities Management at Missouri State University.

The Higher Education phase of my career started back in November of 1993. I had just completed a satisfying career in the U.S. Navy Civil Engineer Corps. One of the many revelations I learned in that phase of my life was that I did not know everything. Seeking out those from whom I could learn and collaborate had become second nature to me. Subsequently in 1994, I attended my first CAPPA Conference at William Jewel College in Liberty, MO.

Early in my new position, I knew that I had to find a quality Computer Maintenance Management System (CMMS) to replace the mountains of “green-tab” computer paper I created when I asked some basic questions of how effective our work order execution was. I quickly discovered CAPPA Business Partners who could solve this

problem.

Strong mechanical design firms were sparse in southwest Missouri in the late nineties; I needed a reference to one that could give me confidence in MEP design of some challenging new buildings. At a CAPPA ice-breaker, a colleague from Mizzou understood my dilemma and gave me the name of a firm and a specific project manager to call. Missouri State, to this day, is still working with this firm.

I had begun also studying a new concept called Performance Contracting. We had no reserve funds to stop the hemorrhaging of wasted energy, so this new method peaked my interest. CAPPA educational sessions reinforced my confidence to pursue some major projects. It proved to be a successful move in that in 17 years since the completion of the first project, MSU avoided over \$34M in energy costs.

Via a CAPPA educational session and close dialogue with a Business Partner, some very important leadership skills were put in place. Just prior to making a major move to outsource university housekeeping, we made a shift change, created procedural clarity, published departmental expectations, purchased state-of-the-art equipment and executed a management refocus that opened the door for the workforce to succeed. Pride in workmanship blossomed and the result was a major transformation of Custodial Services that campus-wide made building occupants stand up and take notice.

I networked with my CAPPA colleagues throughout the region. Soon it was clear that we were about making facilities management better across the region, it was not just all about our individual institutions. If there was an opportunity to help someone else, information and experiences were shared. The by-product of this activity was the development of relationships that proved beneficial through the years, many became great friendships.

I was introduced to APPA and its plethora of training opportunities. It caused

for me to lay out a long-range professional development program. The benchmarking data allowed me to compare my university to its peer institutions, thereby giving me ammunition to make economic comparisons that brought credibility to proposals put forward to my university administration.

These are just a few of the highlights that made my connection to CAPPA so important to me, and my institution.

In 2007, I felt it had become my turn to give back to the organization that assisted me in my responsibilities at Missouri State University. I ran for office and began what was a seven-year obligation to the Executive Committee, the highlight of which was hosting the 2011 CAPPA Annual Conference in Springfield, MO. It was a lot of work, but the rewards were far greater. It accomplished two very important things: 1) it allowed me and my staff to showcase our University, and 2) it created a noticeable pride that my staff for their University. The latter was not anticipated, but wow, it was huge!

Serving on the Executive Committee has been awesome. More than once I have heard from Business Partners, also serving, who have expressed their sincere and candid feedback of how impressive this group of volunteers is in their pursuit of bringing value to the CAPPA membership. I feel I can say this because I will soon be stepping away and looking back with pride at those who make it happen.

My CAPPA experience has left me with the satisfaction of moving on with confidence that some things were made better at my university. To my friends and colleagues of CAPPA, many thanks and farewell. I wish you “Fair Winds and Following Seas!”

## Central Association of Physical Plant Administrators

2108 S. 19th St.  
Chickasha, OK 73018

Submit an article! You might receive an award!  
Submit to:

Editor: Angie Mitchell

E-mail: amitchell@semo.edu



*Continued from Page 2*

challenge areas and inform potential Design & Construction Standards adjustments.

- ◆ Gain efficiencies in review times and comment generation. The centralized approach of this activity will allow the critical path of project reviews to be moved forward more quickly, potentially saving overall project delivery time.
- ◆ Improve connections with all project review stakeholders during the design phases regardless of whether they are on the Review Team.
- ◆ Improve product delivery for clients.
- ◆ Improve product delivery for maintenance and operations.
- ◆ Centralize common functions to “free up” project management time and allow stronger focus of project managers on project execution.

Since its implementation, the Tech-

### **FROM THE EDITOR:**

*Thanks to all that submitted articles for Fall edition of the CAPPED Newsletter. You can write and submit articles for the next Newsletter at any time. The next Newsletter should be issued some time in January. I look forward to hearing from you. You can email the articles to amitchell@semo.edu.*

## **CAPPED Needs YOU!**

CAPPED is still experiencing a shortage of volunteers for committees and on the Executive Committee. This is making it extremely hard for the organization to operate. Members of the current committees and the Executive Committee also work day jobs, that are more than 40 hours per week, in addition to their responsibilities to CAPPED.

There are many open positions - many that would suit your particular interests and availability. Positions can involve as little as an hour or two a month, or can be more extensive, depending on the position.

While attendance remains fairly strong at events, the number of schools and business partners engaged and participating has declined.

We could really use YOUR help! If you are interested in volunteering, in giving something back, please contact Glen at ghaubold@nmsu.edu.

**Information at your fingertips! <http://cappededu.org>**

nical Review Team successfully integrated into the organization and achieved a higher level review for the campus, redesigned a feedback loop into the standards for greater design, and placed more accountability on the firms providing design services. All of these translate to better project delivery for the project manager and the client.

The Planning Team creates a better process for executing construction projects. Two defining areas, one tactical and one strategic, comprise the essence of this team. The first, tactical, ensures the project manager focuses on executing projects. Many times, a project lands in the project manager queue with pertinent information missing from the scope, schedule, and budget. In the past, project managers would have to investigate to discover the missing details in the midst of executing the many other projects they are juggling. The Planning Team provides a service to the project manager by working with stakeholders to develop the scope, schedule and budget. In addition, the planner handles all requests for cost estimates through a newly developed database.

For the strategic effort, planners assist the campus departments to develop a strategic plan that addresses programmatic needs coupled with the building

system's needs. This effort seeks to enhance the communication with the project delivery section to maximize the benefit for all parties involved. This planning effort is expected to reduce costs and ensure the scope of the project includes all items at the start of the project. While this approach takes more time up front, the positive outcomes certainly outweigh the time taken. For example, departments may make decisions on where to place an incoming researcher without including the knowledge of the facility experts. The planning effort would bring in facility expertise to aid in placing that researcher in the most beneficial location for both programmatic and facility conditions. Or, the act of combining projects in the same building to maximize monetary resources would also be enacted by the planning group.

Both of these initiatives had an eye for service - service to both the client and the organization. These initiatives enhance productivity and efficiency while achieving or exceeding the client's expectations.