



Larry Zitzow

# CAPPA Newsletter

## 2009 CAPPA Educational Symposium & Business Exposition



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The CAPPA 2009 Annual event is coming fast. All of you who have not yet signed up will be getting a reminder so you do not miss the opportunity. We have a great event scheduled and the weather should be great, especially all of you who have suffered through the hot summer. Our weather at the time of the event has temperatures ranging between 40 and 50 degrees in the morning and then warming up to 70 and 80 degrees in the afternoon. The leaves should be in their fall splendor.

We are also offering the highly anticipated Supervisor's Toolkit. This program will kick off Friday morning, with breakfast at 7:00 a.m. and class starting at 8:15. It will continue on Saturday, take a break on Sunday to allow folks to attend church and/or participate in some of tours, and wrap up with another day and a half of training. Get your reservations in quickly as there is a limited number of participants.

You will be coming to the Red River Valley where the Red River of the North flooded Grand Forks. You will get to see how the city recovered and the new protective flood wall that protects the city. In this city of 60,000 lies the University of North Dakota. The international Airport is located just 5 miles from the city. If you are driving, Interstate 29 runs north and south and goes to Winnipeg, Manitoba, just 150 miles from Grand Forks. If you plan to venture in this direction, remember a passport is required.



### Special points of interest:

- Annual Meeting in September
- Invest in Your Career
- Get Involved
- Historian Resigns
- Clyde Porter Awarded
- UND preview
- OCCC Earns Award
- Calendar

## 2009 CAPPA Educational Symposium & Business Exposition (cont.)



Staying true to CAPPA event form, we plan on showing you a great time here in Grand Forks. Sunday you will have your chance to win \$10,000 with the Hole in One Contest at Ray Richards Golf Course. Owned and operated by the University of North Dakota, Ray Richards Golf Course is a beautiful, richly green, nine-hole course designed by renowned landscape architect Robert Bruce Harris. Just a few blocks from our hotel, you will enjoy the scenery as you play each hole twice, teeing off from a different box each time.

Sunday night join us to watch football on the big screen at Playmaker's Gaming Lounge inside of our hotel. Enjoy the game or try your hand at Black Jack or go for the numbers of the roulette styled – The Pig Wheel.

A highlight you're sure to remember is an Evening at the Ralph. Monday evening we'll tour and dine at the Ralph Engelstad Arena, one of the finest facilities of its kind in the world. View its 400,000 square feet of luxury suites, concourse floors made only of granite and arena seats of leather and cherry wood. It features a 10,000-square-foot weight room, an underwater treadmill and two hockey arenas. Trust us when we say the Ralph is one of a kind!



## 2009 CAPPA Educational Symposium & Business Exposition (cont.)



Along with all the wonderful cuisine you will be eating, we'll also give you a chance to make some of our 'northern' favorites when you learn the secrets of Scandinavian cuisine! These are recipes you will take home with you and want to make for your own families and events. Following your 'Scandinavian experience,' we'll take you downtown to browse the unique local shops.

We have so much more planned for you and can't wait until you are here to show you everything that the 2009 CAPPA Conference and Business Exposition has to offer. For those of you who have not yet signed up, you will be getting a reminder so you do not miss the opportunity. Exciting events, delicious

food and good times await you in Grand Forks. Early Bird Registration ends soon, so take advantage of the savings while you still can. We'll see you in September and remember, "We'll have a good time!"

Central Association of Physical Plant Administrators  
Education Symposium & Business Exposition  
Grand Forks, North Dakota  
Saturday, Sept. 26 - Wednesday, Sept. 30

**2009 CAPPA**  
Explore the Opportunities

UNIVERSITY OF UND NORTH DAKOTA

**CAPPA 2009 Annual Meeting  
September 26 - September 30, 2009  
Grand Forks, North Dakota**



## From the Second Vice President

**Ted Weidner, University of Nebraska—Lincoln**

With just a few weeks before students start to return to campus, many of us are focused on completing projects and developing plans for next year's projects. As with our individual jobs and responsibilities, so goes CAPPA.

Personally, I enjoyed the opportunity to visit colleagues at APPA's conference in Vancouver, BC. CAPPA was represented well; the softer economic downturn in the center of the US made our disproportionate representation possible. It was nice to see past CAPPA president, Darryl Meyer installed as President-Elect for APPA; he's got his work cut out for him.

I was also humbled when I received APPA's Meritorious Service Award with colleagues from ERAPPA and SRAPPA. I appreciate the support and recognition that CAPPA demonstrated and I hope I'll be able to continue to serve the organizations well into the future. I also encourage other CAPPA members to become involved in the organization; little acts of sharing can go a long way.

I am also looking forward to meeting colleagues in Grand Forks, ND this Fall. Larry Zitzow has enticed us with imaginative and entertaining videos; the event is sure to be a winner. During the Wednesday morning business meeting, I will attempt to provide similar enticements so you'll visit us in Lincoln, NE in 2010. Some quick highlights to look forward to at CAPPA 2010 include: Sunday golf at Quarry Oaks, overlooking the Platte River; Monday dinner at the Strategic Air and Space Museum (part of a fast, faster, fastest sub-theme), including time to inspect aircraft that are restored and in-progress; accommodations and conference at the Marriott Cornhusker just a few blocks south of the UNL campus; and a tour of the Nebraska Wesleyan campus for those interested in a smaller campus.

Both Cornhusker and other football fans should have an opportunity to see the South Dakota State vs. Nebraska game Saturday night; we're still working on arrangements. Guests and members will have numerous opportunities to explore local and regional history through several museums. Finally, we'll provide meals with locally grown fare; plenty of corn and steak, and other delicacies from Nebraska.

I look forward to meeting with you in Grand Forks, look forward to hosting you in Lincoln, and joining you in Springfield in 2011. Keep CAPPA strong by your attendance and involvement and be rewarded by the personal and professional growth that comes with it.



## From the Third Vice President Bob Eckels, Missouri State University

I was fortunate enough to make it to beautiful Vancouver, BC for the APPA Conference. As is always the case for me at any of these conferences, I was able to take away some gems of wisdom provided by the educational offerings and new ideas from our business partners.

Yet the most memorable segment of the conference for me was the address given by Captain Michael Abrashoff, author of [It's Your Ship](#). In the late nineties, he took command of one of the worst run ships in the U.S. Navy and he immediately put it on a course to become one of the best. This talk was most intriguing for me since I had read his book, but also because I had first-hand experience in the trials and tribulations of shipboard life in my own Navy career. The familiarity of the setting and the management challenges that are presented to us all made this book one from which I could draw many management principles to ponder for myself, as well as those in my own organization.

The principles Captain Abrashoff employed on USS Benfold were based upon giving respect to those within your organization, caring enough to learn who they are, seeking out and applying their talents, and allowing them to take pride in what they contribute to the mission. By actually putting these very basic concepts into practice, it led to a synergy that transformed the ship's crew. The crew excelled in almost all facets of the ship operations and, as a result, the Benfold rose to the top when evaluated with other ships of the fleet.

In his delivery, Captain Abrashoff gave a very simple but strong message to those of us who have an opportunity to make a major impact in an organization by steering it to a new course that will meet the mission more efficiently, with a longer lasting effect. The message was to not be performing the \$10 per hour tasks, but rather focus on the tasks that will make your "ship" the best in the fleet. It is too easy to become consumed by the day-to-day problems; but through delegation one can free oneself up to create the vision that will make the organization better. Hard to do most of the time, but essential if a break from the norm is to occur.

We continue to lay down plans for the CAPPA 2011 in Springfield, MO. The hotel is reserved, ideas are germinating, and excitement is building.

Looking forward to traveling to North Dakota State next month with a couple of folks from Missouri State; it is sure to be a good time with our CAPPA friends and colleagues.



## From the President

### J.B. Messer, Oklahoma City Community College

How time passes when we're having fun!! We are fast approaching CAPPA 2009 in Grand Forks, N.D., and an upcoming change of leadership within our CAPPA Executive Committee. I have thoroughly enjoyed my year of CAPPA presidency, and have truly appreciated the support of the Executive Committee, standing committees, task forces, and all of you that we have called upon to serve in special capacities.

Through the efforts of our Finance Committee, we have continued to make significant positive strides in our CAPPA financial tracking (and our CAPPA finances in general). Our membership tracking has improved with the coordinated efforts of APPA and our Membership Committee. The CAPPA website and Information Services Committee have served us extremely well, as well as make many improvements in our communication process. The Professional Development Committee has provided us with quality programming at our Technology Conference, and has made CAPPA the leader in providing the Supervisor's Toolkit on the regional level. To all of the people out there working for the organization; I applaud you and your efforts.



During this past year CAPPA has strived to be a leader in aligning with the APPA International Executive Committee and staff. We have felt the importance of our region fully supporting the APPA "Year of Engagement" initiative. The communication processes between the International office and the regions has improved significantly, and for that we are appreciative. Our out-going APPA President, Bill Elvey, has served us well in his capacity, and was able to institute many positive changes for the future of APPA.

This will be the last newsletter that I will be providing input from the President's position, therefore will address the one most important issue that we face as a CAPPA organization: **Volunteerism!!**

If we look at our CAPPA region, which represents approximately 450 colleges and universities, and consider the number of staff available to serve in some capacity, we should never have a problem with filling the close to 50 volunteer positions at CAPPA. If every institution had at least one person on a committee, we could have a blast in serving the membership.

#### **Invest In Your Career at CAPPA (our Association of choice)**

The value of joining and participating in CAPPA can jump-start and/or revive your professional aspirations...if you're looking to jumpstart your professional goals this year, volunteering in some manner within CAPPA is the way to do it!!

#### **CAPPA is the professional association for you**

Through our direct association with APPA International, we are the "association of choice". I guarantee that you would find something within CAPPA that would be interesting in which to volunteer your time. Don't be afraid to think creatively about volunteering in the association. CAPPA has member resources such as listserves, newsletters, and networks which are great ways to learn about the possibilities and challenges facing you as you go about your daily work in the facilities profession.

#### **So, you are a member of the CAPPA association...now what?**

Sit down and sketch out what you want to achieve through your CAPPA membership. Your membership is an investment in your professional future...take responsibility for nurturing that investment. One of the most frequent mistakes made by many members is not fully thinking about how *they* want to get the most from their membership. If growing your network is important, volunteer for a conference or join a committee. If building your prestige is important, write an arti-



## From the President

### J. B. Messer, Oklahoma City Community College

cle or submit a conference presentation proposal. The return on your investment will ultimately be what you're willing to put into your membership experience.

#### **Play around...see what works for you...then do it.**

Take advantage of everything you can. Read the APPA/CAPPA publications, research the websites, and contact the CAPPA staff to learn all you can about the areas of greatest need. You might just find that there's particular area that fits your needs or discover a new feature in the works that will benefit your career. Don't make the mistake of joining CAPPA, and then forgetting your membership. This isn't an investment that delivers a return if ignored...you have to actively manage it and take action to see results.

#### **Finally, care for your association staff...and they'll care for you**

This is my plug for all the hard working folks who make CAPPA management their passion. Just like many others, they obviously don't do it for money, but rather for the care and well-being of our association. The CAPPA staff care for the CAPPA members, what they do, and they love being able to have an impact on their members' profession and campus. Foster a caring relationship with the staff and they'll be far more likely to think about you when seeking a writer, speaker, or volunteer.

#### **Why Do People Volunteer???**

Sometimes people volunteer their services because it is a way to show that they truly care. Certain individuals believe in what an organization does, but they may support them from afar. By volunteering your professional attributes, you can give tangible help to CAPPA that we don't necessarily have the funds or expertise to do otherwise.

#### **Needing perspective....**

Volunteering professional attributes is a way to help CAPPA sustain itself. The reality is that CAPPA could potentially be unable to manage its' activities without volunteers. The volunteers are the lifeblood of the association, and its' endurance over time. Therefore, the professional attributes of the volunteers are necessary to keep the "CAPPA business" going.

#### **Good deeds....**

Finally, CAPPA members should volunteer professional attributes, because it is a "good" thing to do. To be sure, ethics cannot be legislated in general society. However, "good deeds" can often lead to other good deeds, particularly when things are done with genuine giving and generosity. Over time, CAPPA will succeed & prosper, but volunteers are needed to make that a reality. Sometimes, just a few extra volunteers are the key to that success.

**"Volunteering at CAPPA creates true character in which the individual and their institution take on a spirit of compassion, comradeship and confidence!!"**

I thank you for considering serving CAPPA in greater capacities, and look forward to seeing our committees full, active, and creative.

J.B.

**It was a very good year!**

## **From the Immediate Past President Mike Johnson, University of Arkansas—Fayetteville**

First and most importantly, have you registered for CAPPA 2009, hosted by the University of North Dakota in Grand Forks, North Dakota from Saturday, September 26, 2009 to Wednesday, September 30, 2009. This year more so than normal years we need your attendance support to make all their hard work in almost three years of planning to be a resounding success. Educational programs will be superb, business partners are committed to the exposition, other elements of a spectacular conference have been put in place and the networking with your peers facilitated to insure your take-aways are valuable. Yes times are tough, yes budgets are strained, yes travel has been restricted but CAPPA 2009 is an investment in your institutions future operations and maintenance performance – true value added and a required investment. If you go anywhere this year you need to be in Grand Forks the last week of September!

APPA 2009 held earlier this month, in Vancouver, Canada was an excellent technical success with the educational programs, keynote speakers, business partners and networking potential. Financially however, the economy reduced many higher education budgets and though a gorgeous setting, the Canadian venue did not seem to resonate well unfortunately. The host committee and APPA staff delivered an exceptionally professional conference. Those who were unable to attend need to be in Boston, Massachusetts for APPA 2010, scheduled for July 14-16, 2010 so mark your calendars now. APPA plans to incorporate content elements of the SFO series in the APPA 2010 program as there will not be a separate SFO 2010 offering .

APPA has suffered as most associations have over the past year with significant attendance reductions resulting in significant financial losses. APPA has taken dramatic steps to mitigate these losses and at the same time create a balanced budget while maintaining the professional content of all our programs. Stay tuned for more details from a number of sources including Facility Manager Magazine. You and your institutions continued active membership and participation are critical elements for APPA's success.

Awards Committee: Our deadline for CAPPA 2009 award nominations was May 30, 2009. We have received several but not the number that an organization of this size should generate. We will keep award recommendations open through the end of this month – July 2009. Please get them to any member of the CAPPA Awards Committee listed below. Recognize the talent that we have throughout our CAPPA institutions. [**Due date for submissions extended to July 31, 2009.**]

Mike Johnson, [mrj03@uark.edu](mailto:mrj03@uark.edu)  
Vickie Younger, [VickieYounger@missouristate.edu](mailto:VickieYounger@missouristate.edu)  
Darrel Meyer, [darrel.meyer@mccckc.edu](mailto:darrel.meyer@mccckc.edu)  
Art Jones, [artjones@bhsu.edu](mailto:artjones@bhsu.edu)

Nominating Committee: Likewise is our call for CAPPA executive committee/officer nominations for 2009-2010. We have had several incumbents express their desire for another term but our goal as a committee remains to have two or more options for each open position. Current vacancies for



## From the Immediate Past President (cont.)

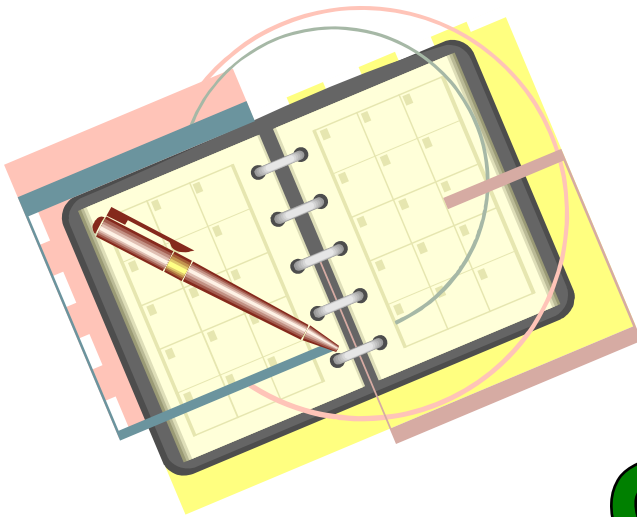
2009-2010 per our CAPPA By-Laws are Treasurer, Professional Development Committee Chair, Information Services Committee Chair and of course Third Vice President. Hosting CAPPA 2012 and also serving as Third Vice President do not necessarily have to go together per our By-Laws. If you would like to discuss the particular position for yourself or if you know of someone interested please contact one of the Nominating Committee members below by July 31, 2009.

- Mike Johnson, [mrj03@uark.edu](mailto:mrj03@uark.edu)
- Darrel Meyer, [darrel.meyer@mcckc.edu](mailto:darrel.meyer@mcckc.edu)
- John Greene, [jgreene@trinity.edu](mailto:jgreene@trinity.edu)
- Dave Millay, [dmillay@ualr.edu](mailto:dmillay@ualr.edu)



We are a volunteer, non-profit organization that depends entirely on each of you as individual members and the institutions that you represent.

**GET INVOLVED NOW!**



**Register for Grand Forks!**

<http://www.cappaedu.org/Annual/ACMeetingHighlights.aspx>

## Membership Matters

### Dan Whitezell, Spirotherm

We have all been “members” of many things in our lives and careers, some by choice and others by happenstance. The level of involvement probably varied greatly due to interest in the group or organization, and what you were able to take away from it in personal satisfaction or perhaps even personal gain. Clichés like “you only get out what you put in” come to mind but let’s face it, they do get a bit stale and no one really likes to be reminded. However, an organization is the sum total of its members and it takes them all to make it work.

Looking back to the eighties, a first experience with APPA consisted of paying a membership fee, signing up for a booth, and showing up at a conference. Stood around like it was a trade show and got about nothing out of it. The company was not fully committed to the higher-ed market and I was not at the right level to impact the thinking up in carpet corridor. A rather short-lived experience and so just refer back to the old cliché. Fast forward to the next century and now at a somewhat different level, it was time to make a commitment and really become a member (not only at the national level, but at the regional level with CAPPAs and others). At first that was simply visibility with a careful approach to the market and continuous involvement. Gradually, relationships were developed, recognition improved, and business objectives started to be achieved. This is not an overnight type of thing and if those objectives are to be achieved, one has to want to be a member, and be one consistently. You can find the word “inclusion” in the Webster’s definition of member, and CAPPAs does that very well.

Being a member, being visible, being involved, and being included led to an appointment to the CAPPAs Business Partner Liaison Committee several years ago. This is a unique committee and one that proves first hand how CAPPAs feels about all of their members, higher-ed and business partners. A couple years ago this was followed by an appointment as the At-Large member to the APPA Board of Directors. That started when the economy was not too bad, continued through the pressures of today, and has been extended into what will certainly be a better economic future for all of us. Through this change in external influences, both CAPPAs and APPA have stayed the course, maintained the commitments to their core beliefs and strategies as directed by the institutional officers and representatives on their Boards, and continue to deliver top shelf programs to support its members. Having seen this from the inside, believe me when I say it has been a challenge, and one their dedicated staff and officers have stepped up to meet.

Economic conditions can cast a cloud over scheduled events, and that is unfortunate. Now is the perfect opportunity to put your best foot forward and continue to support these organizations because they will be there to support you when their economies improve. It is necessary for members, both institutional and Business Partners, to understand that these events take a great deal of effort to pull off. Monthly conference calls, e-mails, site visits, phone calls and weekly execution of tasks are necessary to confirm the venue details, acquire speaker commitments, plan the programs, and make sure all of the amenities are in place for the attendees, exhibitors, and sponsors. And, like it or not, all of these things cost money. As one who participates in a diverse set of trade shows and conferences annually, it’s no secret that booth costs and sponsorships help to defray costs beyond those directly involved with the exhibit hall. If it were not that way, the registration fees for the attendees would be so high that no one would come. If no one could afford to come there



## Membership Matters (cont.)

would be no conference, and without the conference and what it offers for education and networking, where might these organizations be?

While it is far from my place to presume how anyone should overcome internal budget issues, allow me to use one term that various members have heard me use repeatedly: marketing. That is a really broad term and means different things to many people but it has some fundamentals that can be applied. When looking at CAPPA '09 in Grand Forks and making a choice on whether to attend, exhibit, or sponsor, break it down into a simple features and benefits analysis. If approval is required up in that carpet corridor where I had no success almost three decades ago, list out the obvious features of the conference (that can be found on CAPPA's web site) and attach a personal, institutional, or business benefit to each. It's tough to argue with a good features and benefits exercise, and while it's no guarantee, it is a valid approach. Try not to "sell" the conference, but rather "market" it. Or perhaps better said: identify the need and then fill it by attending, exhibiting, or sponsoring. Like many of you, this year's budget is under constant scrutiny. But, maintaining a presence with CAPPA and continuing to take advantage of the opportunities available makes it a line item to be protected.

The CAPPA/APPa membership opportunities are exceeded only by their commitment to continue to provide them. Those on the Board will tell you that I don't get all wrapped up in the emotions of the moment, but let's all step up and make membership matter by making these conferences everything they can and will be – in good times and those not so good.

Dan Whitezell - Vice President, Marketing and Sales at Spirotherm, Inc.

At-Large Member APPa Board of Directors. [dpw2@spirotherm.com](mailto:dpw2@spirotherm.com)

### CAPPA Toolkit Trainers Needed

APPa, in an effort to develop and maintain professional trainers encourages interested individuals to apply to become Qualified Trainers for **Supervisor's Toolkit: Nuts and Bolts of Facilities Supervision**.

To maintain the quality and professional standards established by APPa for Toolkit trainers the following policy is set for individuals desiring to become a Qualified Trainer. The objective is to have only the best trainers conducting Toolkit and to maintain the standards established since it was written.

Any individual applying to become a qualified trainer must have experience in management training and development. An education background in training is beneficial, but not required. A minimum of two years experience in facilities is required and must be documented by two letters of recommendation and a resume. An individual wanting to become a Qualified Trainer for CAPPA should contact Steve McClain at [smcclain@uark.edu](mailto:smcclain@uark.edu) and review the information at

<http://www.appa.org/training/toolkit/trainer.cfm>





## The Historian...

### Offered by J.B. Messer in Appreciation of Ed Rice

Dear CAPPA Membership,

Received the following from our friend and colleague, Ed Rice:

"It is with great sadness I submit my resignation as CAPPA Historian effective the end of the Grand Forks meeting. The seriousness of our budget situation makes it difficult for my university to allow me to support CAPPA to the extent I have.

I am proud to be a member of CAPPA and to have had the opportunity to serve our CAPPA Executive Committee since 1994. It is time to get a fresh perspective from another member. It has been an honor to work with you and all who have served the association."

Ed has provided a wealth of inspiration, confidence, and leadership to our profession for many years, and has paved the way for the success of our future CAPPA leaders.

We could never replace Ed, and what he has meant to us, but rather look for a way to effectively pass the torch!

Found it interesting that our Bylaws state: "The Central States Regional Association of Physical Plant Administrators of Universities and Colleges (CSRA) was founded at Kansas State University, Manhattan, Kansas, in December 1953."

Therefore, how appropriate that Ed has been our CAPPA Historian.

Please take the opportunity from now through CAPPA 2009 to wish Ed well, and to thank him for his great service to the betterment of our profession.

Let's work together for input on the ever-important passing of the torch of CAPPA history.

Thanks to all,  
J.B.

**Thanks for a Great Job, Ed!**

## A TIME IN HISTORY

### By Herb Collier, Emeritus

An article submitted by longtime APPA/CAPP A friend and colleague Herb Collier. An indication of how some things change over time, and again how some things are still the same!! We all can appreciate the approach that Herb and his group went about accomplishing a monumental task. Many of us still face these types of issues today at our institutions.

#### REORGANIZATION OF A FACILITIES OPERATION

A case study of University of Texas Medical Branch

By \*Herb Collier



After 32 years in university facilities management, in 1994, I was planning to retire as Executive Director of Facilities at the University of Houston. I mentioned this to a friend, \*\*Dennis Bailey, from the University of Texas Medical Branch in Galveston (UTMB). Dennis prevailed upon me to come to UTMB for a while to institute two specific programs, namely, a computerized preventive maintenance program and re-organization of the maintenance operations. Dennis was so interested in these projects, and it sounded so challenging, that I could not turn down the challenge. Development of a computerized preventive maintenance program took lots of time and training of personnel, but was successfully completed. The re-organization of the maintenance operations was very involved and is the subject of this paper.

I began working at UTMB in January 1994, with the title of Assistant Director, Operations and Maintenance. I was really almost a permanent consultant – what a wonderful position – I no longer had to interface with top management, worry about budgets, etc. Dennis took care of those responsibilities. I simply worked with the eight supervisors who reported to me, and with their employees.

At the time, UTMB Facilities was organized like most university operations at the time. Facilities had been built by contractors using trades employees, plumbers, electricians, carpenters, air conditioning mechanics, painters, etc.

So, it was only natural that facilities maintenance be organized by trades, whether unionized or not. So, in 1994, facilities operations at UTMB was organized in that same manner.

I sometimes call this concept “inside-out”; that is services to a university are delivered in conformity with what is best for the facilities operation. True, they are frequently re-organized, plumbers put with air conditioning mechanics or controls personnel with electricians or any number of other configurations. Such re-organizations have a noble purpose – to deliver better service in a more cost effective way.

Dennis and I were committed to a different concept, one which I sometimes refer to as “outside-in”. University facilities customers are, of course, the students, faculty, researchers, administrators who make up the university. After all, the university was not built to serve the facilities operations, although some organizations still seem to think that is true. Therefore, the UTMB re-organization that Dennis and I planned was focused on what was best for the customer and how our services could be re-arranged to provide them with the kind of service they needed.

The first consideration in planning such a re-organization, is – “Is there an incentive or need for changing anything?” In the case of UTMB, there was a definite need because several outside service companies had made initial contact with top UTMB management relative to savings that could be realized by “out-sourcing” facilities operations. There are many companies out there who promise savings without looking at existing operations. How can they do that? They know from past experience that most operations can be improved by taking a completely new look.

## A TIME IN HISTORY (cont.)

We felt that if an outside firm could come in and operate more efficiently and make a profit when we had the experience plus a lot of university subsidized costs, space, benefits, etc., then "shame on us"! Certainly we should be able to change our operations to more than just compete with an outside contractor.

One of the critical decisions we made was that all the facilities employees should become partners in such a re-organization. Too often we plan such changes in our "ivory towers" without any input from those most directly affected.

Therefore, one of the first things we did was to conduct a series of meetings with all employees to alert them to the overall problem – that we needed to change the way we were delivering services or there was a very real possibility that the service might be "out-sourced". Of course, most employees are aware that such alternatives exist. After all, most of them are well-educated, have computers, televisions and other modern technologies available to them.

One of the initial needs we saw was for a training course to help us focus on other ways of doing things; to "think outside the box". The course chosen for our supervisors by our Human Relations (HR) Department was "Seven Habits of Highly Successful People" by Stephen R. Covey. The course was almost a week long but was just what was needed to stimulate the thinking of our supervisors. After the positive response of our supervisors, we decided to extend the training to all employees. True, it was not inexpensive and it took them away from their jobs for nearly a week but if we were to get help from them in re-organizing our department, they needed to have the same training as our supervisors so we would all be talking the same language.

In my early daily meetings with the eight shop supervisors who reported to me, it was easy to see that one of the major problems with doing maintenance work was the effect of minor construction projects. At the time, the same personnel were used for construction and maintenance. When academic and research staff had money to do a minor construction project, it was hard to tell them to wait until preventive maintenance or other needed maintenance work was completed. After discussing with Dennis, it was decided to separate the construction workers from the maintenance workers. Accordingly, another Assistant Director was put in charge of minor construction, and a small group of experienced craftsmen from each shop was transferred to his department. The number of UTMB construction employees was kept to a minimum and a contract negotiated with an outside contractor to supply additional workers as needed on a daily basis. This arrangement was very successful in that it permitted UTMB to vary the number of construction workers without affecting the maintenance crew.

Daily maintenance requests from the university were usually handled by telephone to a central Facilities operation, staffed by 2-3 very knowledgeable employees. The person taking the call would write out a repair ticket and turn it over to the shop that seemed to be the one to respond. As skilled as the telephone operators were, there was still a problem in communications between them and the caller and quite often a report would be turned in to an electrician when it should have gone to the control shop, or a call would be turned over to a plumber when it should have gone to the air-conditioning shop. These problems in having the wrong craft show up caused wasted time on the part of the maintenance personnel and frustration on the part of the university personnel.

After our supervisors had completed the Covey training, I began to have regular meetings with them to "brain-storm" ideas as to what the university really needed from our department. We finally identified 7-8 areas of need that our customers had and included the hidden ones, such as preventive maintenance. However, no matter what we called these required functions, it was apparent that we needed to keep in closer contact with our customers, if we were to make efficient responses. Thus, we needed to think of other ways of delivering services -to again, think "outside the box".

By the time the supervisors had wrestled with the problem, the entire maintenance force had completed their Covey training. At this point, I called in all the foremen and lead mechanics from all shops, about 40 in number. To them, I laid out the 7-8 areas of need that the supervisors had come up with. I asked them to think it over, get into groups in their shops, and see if



## A TIME IN HISTORY (cont.)

we had over-looked any need, since they were the ones who met the customers face to face. A few days later, I again met with the group to see if they could think of anything that we had over-looked. They could not add to our original list, therefore I asked the group to divide into committees to study each of these needs and suggest how we could best meet the needs of our customers. They divided into seven committees, with about 5-6 on each committee. Each committee selected its own captain, who had the authority to call meetings of his committee for discussion of their area of service. I met with the captains from time to time, just to see how they were progressing.

I gave the trades teams the problem around Thanksgiving and they diligently looked at how we could improve our service. Toward the end of January, the lead captain of the teams approached me and said that they had the answer. Their solution was to install area teams who would respond to all needs, regardless of craft. They even told me that I should be able to reach a decision on their recommendation within a week on about February 1<sup>st</sup>. I could have given my answer immediately because it was identical to my thinking but how great that they suggested it instead of me.

We were maintaining buildings with about 6 million square feet, including two hospitals; one a teaching hospital and the other a Texas prison hospital. We divided into three main areas: East, West and Central. Within each area we stationed crews within a certain building, or set of buildings. Each building crew included all crafts. The manager of a specific area could move individual members from one building to another, if needed, but these moves were kept to a minimum. A working lead person was put in charge of each building crew.

The area Managers were selected from the foremen and supervisors reporting to me, based upon their experience. The other supervisors were given other duties at no loss of status or pay. The craftsmen were given the opportunity to select a preference on which crew they would prefer, with a selection process that enabled them to select a 1<sup>st</sup>, 2<sup>nd</sup>, and 3<sup>rd</sup>. choice of areas. Fortunately, we were able to give about 90% of them their first choice. The majority of trades' workers were transferred to the areas under this re-organization, with a few core people retained in the Central Shops under a single supervisor to handle painting and other special problems. Utilities, including power house, was also under a single supervisor. I worked myself out of a job because the re-organization and computerization of preventive maintenance had both been completed, so I could retire!

One of the keys to success to this re-organization is that authority was decentralized. Each mechanic was empowered to check out materials from the warehouse without any higher approval. In most cases, the area manager also authorized the mechanics to requisition materials from Purchasing with minimal approval. The fact that they were empowered to make decisions at their level greatly improved the morale of maintenance personnel.

Problems occurring in the areas were handled with whatever was most convenient to the customer. They could leave routine orders on a clip board that would be checked daily, or they could e-mail a report, telephone a report directly to the area, or simply pass on verbal comment to the maintenance personnel assigned to the building. The fact that the same maintenance personnel were always in the building greatly improved the communications between customer and maintenance crew.

Response to customer maintenance problems was also handled completely different than before. Response might be by an electrician when a plumber was needed. The electrician would fix the problem; if possible, otherwise he would go get the plumber that was in his crew. The problem of the customer was handled by the areas crew and the customer need not worry any further. The mechanics were encouraged to learn more than one trade – a lot of them could already do work not directly in their trade but were restrained from doing so by tradition. They crossed trades lines while working around their own home but not at work. Empowering them to do work outside their specific trade made the worker feel better about himself, and made it a lot easier on the customer. Texas is a “right to work” state and unionization can do little for the worker except provide a means of expressing grievances. The new system improved the morale of employees to an extent that thoughts of unionization almost disappeared.

## A TIME IN HISTORY (cont.)

We were able to reduce trades manpower by about 20%. Instead of laying off anyone, this reduction was accomplished through attrition. Some of the efficiency was realized by reduction of lost time, since workers reported directly to their work area and stayed there during lunch and break periods. We also realized certain other benefits that we had not anticipated. For example, the fleet of pick-up trucks was reduced by one-half because personnel reported directly to the area instead of driving from Central shops.

I retired from UTMB about six months after the new system was installed and it has been working fine ever since. Since I retired, a new pay system has been developed by UTMB HR department that gives multi-skilled mechanics pay raises in recognition of their contribution in several skills. No employee suffered a cut in pay if he did not have multi-skills. The title of area supervisors has been changed to Facilities Operations Managers and the title of the craftsmen has been changed to Facilities Operations Technicians, with two different grades, depending upon skills of the individual.

The re-organization at UTMB has been a resounding success. The same plan of de-centralization might not be feasible for all organizations. However, if it is felt that efficiency of a facilities organization can be improved, the following is suggested:

1. Determine efficiency of services being delivered to the customer, how long it takes to deliver service, how many hands the work order passes through.
2. Consider services needed from a customers' viewpoint.
3. Provide training to supervisors and all employees which will help them to "think outside the box".
4. Bring in help of all employees, not just the supervisors. Remember that most employees are now well-educated and more technically capable than those of a generation ago.
5. Implement changes in a way that does not hurt existing employees, hopefully by attrition rather than lay-offs, increased pay for those deserving without decrease in those less deserving. Obviously, this does not mean keeping around those employees who would normally be terminated for cause.

### About the Author:

\*Herbert I. (Herb) Collier is a registered professional engineer (Texas) and a graduate of Louisiana State University with a B.S. in Civil Engineering in 1950 and an MBA in 1976. He served as a navigator on B-24's during World War II. He has served as Vice-President of Educational Programs for APPA, President of APPA, President of SRAPPA and President of CAPPA. He was employed in university facilities operations for 37 years, 20 years at LSU, 12 years at University of Houston and 5 years at UTMB. Since his retirement, Herb does occasional consulting work in areas that are of interest to him.

\*\*Dennis Bailey is now the Associate Vice President of Facilities at Florida State University.



## **Clyde Porter, FAIA, Awarded 2009 Whitney M. Young Jr. Award**, submitted by John Gunter, DCCD

by Zach Mortice, Associate Editor

The AIA Board of Directors bestowed the Whitney M. Young Jr. Award to Clyde Porter, FAIA, on December 4 for encouraging minority, underserved, and low-income students to see themselves as architects and stewards of the built environment, and for extending the fruits of higher education to these same communities through his job with the largest undergraduate institution in the state of Texas. The Whitney Young Award is given annually to the architect or organization that best exemplifies the profession's social responsibility to be a positive force of change. Porter will be presented with the award at the 2009 AIA national convention.

"Outta sight!" Porter said, reached by phone the day after he was given the award. "I'm speechless."

### **A client and an advocate**

The 1995 Whitney Young Award winner Bill Stanley, FAIA, spoke in support of Porter at the AIA Board's December meeting, comparing him to last year's winner, Norma Sklarek, FAIA, whose litany of firsts as an African-American and a female architect reach back across nearly half a century.

"Clyde is the same kind of individual from a different perspective," he said. "He's immersed himself in the community. He's influenced tastes, and he's practiced architecture in a somewhat nontraditional role." For 21 years, Porter has been at the Dallas County Community College District (DCCCD) overseeing its facilities, campus planning, and building efforts. As associate vice chancellor of facilities at DCCCD, Porter oversees \$700 million worth of buildings that house and educate approximately 100,000 students on seven campuses—the largest undergraduate program in the state. This work has given him the opportunity to create education facilities that, as a relatively affordable community college, are often low-income and minority families' first taste of post-secondary school success.

"It is clear that [Porter] has always charted a course that allowed room for those whose paths are fraught with obstacles, and our culture and profession are better for it," wrote board member Jeff Potter, AIA, in his nomination letter for Porter.

Porter has done much more than help offer educational opportunities to disadvantaged communities. While at DCCCD (and at his previous job as chief architect of the Dallas Area Rapid Transit agency), Porter started initiatives to ensure that female- and minority-run architecture, engineering, and contracting firms were hired for greater proportions of work. Fifty percent of commissions by DCCCD have since gone to female- and minority-owned firms, proving that these drastically increased proportions of minority participation are possible in the building design and construction industry, and that good work results from them.

### **Populist spirit of inclusion**

Porter is well respected as a client of architects, not just in his generous and populist spirit of inclusion, but also as a savvy planner and administrator. Major projects he's commissioned for the DCCCD include the El Centro Student and Technology Center in Dallas, the North Lake College New Community Library in Irving, and Richland College's Thunderduck Hall in Richardson.

"The support Clyde provides to practicing architects reinforces quality design and professional services beyond what is expected," wrote 1982 Whitney Young Award winner John Chase, FAIA, in a recommendation letter.

"I help architects become better architects," Porter said.

During his time with Dallas Area Rapid Transit, he became a strong advocate for urban communities and public infrastructure by working to establish a \$2.9 billion light rail and mass transit system. Porter says he gained the design acumen required to be a rigorous and engaged architecture client during his time (earlier in his career) as a draftsman in private practice and with the Army Air Force Exchange Service, where he planned and designed military installations.



## Clyde Porter (cont.)

### Opening doors

Porter, a cofounder of the Texas chapter of the National Organization of Minority Architects, has built a legacy of inviting emerging and minority architects into the profession beyond hiring them for work. At the DCCCD, he established an intern program, and he regularly recruits from his alma mater, Prairie View A&M University in Prairie View, Tex., a historically African-American university. As chair of AIA Dallas' Minority Resources Committee, Porter also began a summer internship program for minority architects. He's also made it a habit to reach out to children before they reach college and encourage them to envision themselves as architects. He regularly speaks at elementary and middle school career days, explaining the ways that architects can change and grow their own communities to minority and low-income kids.

"That's where the rubber hits the road," Porter says.

"[Porter] is a trailblazer who, in his capacity as an administrator and facilitator, has opened doors that were previously closed to minority professionals, minority students, and minority communities," wrote Stanley in a recommendation letter.

Porter's previous awards and honors include:

- A Citation of Honor from AIA Dallas
- A resolution from the Texas Legislature commending outstanding contribution in architecture
- A Man of Minority Business Development Award from Minority Business News for Dallas and Fort Worth.

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Facilities at the University of North Dakota



# CAPPA Annual Meeting September 26-30, 2009





## Oklahoma City Community College Receives Energy Use Award



### News Release

#### **Oklahoma City Community College Combines Campus Expansion with Energy Saving Improvements** *- School Decreases Energy Use by Nearly 35 Percent -*

**Oklahoma City, Okla., July XX, 2009** — Education leaders at Oklahoma City Community College (OCCC), recently completed infrastructure upgrades that have significantly decreased energy use and improved the school's learning environment while making the school more environmentally responsible.

In 1995 the school undertook an extensive expansion to upgrade aging infrastructure and to increase total square footage by 30 percent. The school also needed to address rapidly growing enrollment which today tops 22,000 students.

Between September 2003 and September 2008 alone, the new high efficiency infrastructure systems chosen by the administrators have decreased the school's energy use per square foot by nearly 35 percent.

"We've been very pleased with the energy savings on the infrastructure improvements," said Dr. Paul Sechrist, president, OCCC. "Additionally, as one of the nation's largest community colleges, we believe it's important that, in addition to teaching young people about environmental responsibility in our classrooms, we demonstrate it with our actions."

#### **Oklahoma City Community College Receiving an Award for Energy Leadership**

In recognition of the importance of these upgrades and OCCC's commitment to energy efficiency and to reducing its environmental footprint, the school will be receiving the "**Trane Energy Efficiency Leader in Education Award**" for its sustainable energy and operational efficiency improvements.

Details of the award presentation:

- (insert name), (title) for Trane, will present the award to Dr. Paul Sechrist, president of Oklahoma City Community College

Awards presentation will be at **10:00 a.m.** on July 17 in the (insert location) of **Oklahoma City Community College**

The Energy Efficiency Leader in Education Award honors a school that has completed building improvements that optimize the teaching and learning environments and increase operational efficiency.

#### **Upgrades Benefit Entire Campus**

While upgrades were completed throughout the campus, infrastructure improvements to the school's chilled water plant, which serves the entire campus, are among the most significant. The plant's efficiency and effectiveness were maximized by upgrading the pumping system and by adding a new chilled water system to provide constant volume. The upgrades also expanded capacity to enable the plant to meet the needs of the expanded campus.



# Oklahoma City Community College Receives Energy Use Award

## OCCC Combines Campus Expansion with Energy Saving Improvements – 2

In the school's library, improvements to an existing thermal ice storage system shifted ice production to low-cost evening hours, saving energy and money.

In three buildings: the Health Professions Center for nursing students; the SEM (Science, Engineering and Math) Center; and the Visual and Performing Arts Center, improvements included new air handlers and valves and controls for increased energy and operational efficiency.



## Grand Forks Photos



Grand place to be!





# University of Arkansas—Little Rock Hosts Toolkit





### List of Participants

- Richard Anderson, University of Arkansas—Little Rock
- Natalie Ball, Arkansas State University
- Charleston Blue, University of Arkansas—Little Rock
- Glen Broadway, Arkansas State University
- Paula Broadway, Arkansas State University
- Edwin Carrigan, University of North Texas
- Victor Carson, University of Arkansas—Little Rock
- Greg Chapman, UA Community College @ Morrilton
- Shirley Clark, University of Arkansas—Little Rock
- Dean Collins, Arkansas State University
- Murray Green, Missouri State University
- Jorge Hernandez, University of North Texas
- Gary Holder, Arkansas State University
- Lynda Hutson, University of North Texas
- Brian Lasey, Arkansas Tech University
- Kermit Owens, Missouri State University
- Levi Phillips, University of Arkansas—Little Rock

Brian Pettie, Arkansas State University

Steve Porter, University of Arkansas

Adam Prestidge, Arkansas State University

Shawn Roachell, University of Arkansas—  
Little Rock

Denise Ribas, Missouri State University

Vince Rodgers, , University of Arkansas—  
Little Rock

Theresa Sims, University of Arkansas

Scott Tomlinson, University of Arkansas

Charles Veasey, , University of Arkansas—  
Little Rock

Robert White, , University of Arkansas—  
Little Rock

### Facilitators:

Vickie Younger, Missouri State University

Bill Tam, St. Mary University

Laura Raadt, University of North Texas





## CAPPA NEWSLETTER

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**CAPPA 2009 Annual Meeting**  
Grand Forks, North Dakota  
September 26 - September 30, 2009  
University of North Dakota  
Contact: [Larry Zitzow](mailto:Larry.Zitzow@und.edu); 701-777-2594

**CAPPA 2010 Annual Meeting**  
Lincoln, Nebraska  
September 25 - 29, 2010  
Contact: [Ted Weidner](mailto:Ted.Weidner@unl.edu)

**CAPPA 2011 Annual Meeting**  
Springfield, MO  
September 23-28, 2011  
Missouri State University  
Contact: [Bob Eckels](mailto:Bob.Eckels@missouristate.edu); 417-836-6865

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## Parting Shots

### Vickie Younger, Editor

As I wrap up this newsletter I reflect on some of the comments contained and the struggle a volunteer organization faces to keep moving forward and to provide value to its membership. CAPPA is the best professional organization to which I have ever belonged. CAPPA is made up of quality, caring folks who believe in our educational institutions and the people who make them run. I am so proud to count literally hundreds of friends that I have made since joining CAPPA. I find that any challenge I face at work, I know someone in our region that has experience to help me. I also know that they will go out of their way to do so. They come through with proven results, good ideas and morale support even when that is all they can offer. They never leave me hanging.

I have been lucky enough to work with the members themselves, several committees, the executive board and many classes of the APPA Supervisor's Toolkit. The Toolkit has strongly proven the old adage that you learn best by teaching. From each and every class that I have facilitated, I have learned more than I could possibly share. I am so impressed with the young folks who will one day (before too long) be filling our seats. They have great instincts and tremendous talent. This combination is the one that makes our future bright. Our schools and our professional organization will be on firm ground as we head out the door that last day.

I encourage you leaders today, involve your young staff members in opportunities to grow in our organization. You know that you have been better because of your involvement. Let them join a committee, attend a training session, write a newsletter article, help host a meeting, or become a Toolkit facilitator. At every level there is something a person can do. Let them contribute and see what your return on investment will be.....far better than today's market....for sure. Invest! Grow! Participate!