

Special points of interest:

- Leadership Transitions,
 pages 1-2
- 2015 CAPPA Tech
 Conference, page 3
- Effective Leadership
 Development Planning,
 pages 4-5

Inside this issue:

What APPA Is Doing 6
 for Members

News from APPA and 7-8
 the Region

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www.cappaedu.com for
 more information about the
 association and our member
 organizations.

CAPPA Newsletter

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From the President: CAPPA Leadership Transitions

David Handwork, Arkansas State University



What a difference a year makes! Twelve months ago the Arkansas State team and I were making final plans and preparations for the CAPPA 2013 annual meeting in Galveston, Texas. Significant effort and time went into executing the nearly week-long event for about 400 higher education and business partner attendees. I know the New Mexico State and University of Texas at El Paso teams have committed thousands of individual hours to prepare a wonderful experience for the CAPPA membership in El Paso, Texas. I can't wait!

I thought my transition from first vice president to CAPPA president would afford a volunteer workload reprieve, relative to the planning and invested time for the annual meeting. To a large degree, I was blessed with somewhat of a break. However, life and busi-

ness sometimes will provide surprises and challenges. About midway through 2014, personal and work circumstances for several committee chairs and CAPPA officers prompted evaluation of their available time resources required to successfully serve the CAPPA membership. By late June, CAPPA experienced two resignations of leadership, and by late August, another three leadership positions were vacated, along with a CAPPA representative to the APPA Information & Research Committee. Since the wealth of knowledge and dedication of these CAPPA leaders was second to none, the losses were great.

I was extremely anxious to find qualified persons to fill those large shoes quickly. With the support and direction of the CAPPA Executive Committee, we were able to address these appointments via by-law provisions. Before intro-

ducing and welcoming these new leaders, I first want to thank and recognize the great talent retiring their positions.

J.B. Messer served a full rotation of seven years on the CAPPA Executive Committee. After completion of his dedicated service and contribution, J.B. assumed the role of CAPPA Membership Committee chair. Under his leadership and engagement at the APPA level, membership grew and the APPA integrated membership model was instituted. J.B. is a great ambassador not only for CAPPA, but also for our profession.

Roy Ruiz served many years as the CAPPA Information Services Committee chair. Under Roy's leadership, CAPPA launched a new and well-structured website. Roy's leadership and direct work

Continued, page 2

CAPP A Leadership Transitions, *continued*

resulted in great improvements to the CAPP A listserv and integration of technology in committee meetings and conferences. Roy is a quintessential servant leader.

Vince Rogers was a few months into his role as CAPP A third vice president when he made the difficult decision, driven by work role demands, to resign his position. I will regret missing the opportunity of continued relationship development with Vince. I find him the type of warm personality and high intellect that would have been a tremendous CAPP A asset as a senior officer.

Similar to Vince, Belinda Dovalina was several months into her new role as CAPP A treasurer when she also faced the difficult decision to resign. Belinda's daily work demands could not afford the devotion to the frequent demands of the treasurer position. I will miss Belinda's infectious smile at the Executive Committee meetings.

Most recently, Lee McQueen notified me he would not seek reappointment as the CAPP A Professional Development Committee co-chair. Lee has been a great asset and workhorse with co-chair Sue-Anna Miller. Lee has been a critical component for the success of CAPP A Tech in recent years, as well as promotion and distribution of CAPP A continuing education scholarships.

I want to personally thank all of these leaders for first being willing to step up to the sometimes challenging leadership roles and frequently unsung services provided to the advancement of CAPP A and our profession. I wish great prosperity and blessing in your new endeavors and expect to see you frequently at CAPP A events!

I'm very thankful for the talented leaders refilling these roles. The CAPP A Executive Committee and I

welcome them, and I invite all the CAPP A membership to encourage and support these folks in their service to our organization:

- Membership Chair – Dave Millay of the University of Arkansas at Little Rock
- Information Services Chair – Markus Hogue of the University of Texas at Austin
- Third Vice President – Ian Hadden of the University of Arkansas at Little Rock
- Treasurer – Tim Stiger of Edmond Oklahoma Public Schools

Tim Stiger is a past CAPP A treasurer, and Dave Millay a past CAPP A president. Markus and Ian are two CAPP A emerging professionals. These additions to your CAPP A leadership will keep us strong and focused now and for the future. Lee McQueen's position will be elected by vote of the CAPP A membership at the annual meeting.

Which brings me to my concluding comments. Despite the challenges, it has been a great honor and wonderful experience serving you, my CAPP A family, as your 2014 president. I cannot fathom a greater leadership team to work with, nor a greater membership to have worked for and served. I'm eager to serve in my pending leadership roles of immediate past-president, and junior and senior APP A representatives. I'll leave you with my favorite Winston Churchill quote:

"To improve is to change; to be perfect is to change often."

Changes are sometimes uncomfortable, yet they create opportunities for improvement.



Save the Date: CAPPA Technology & Leadership Conference 2015

Jennifer Cox, Professional Development Committee
Missouri State University

It is almost time for the CAPPA Technology and Leadership Conference in sunny San Antonio, Texas, in February 2015. This conference is a unique, mid-year educational opportunity for us as facilities management professionals. At CAPPA Tech, you will be provided with two days' outstanding educational sessions from our business partners along with the opportunity to interact with other facilities professionals in an easy, relaxed setting.

Topics are offered across four educational tracks: Leadership/Management; Custodial and Grounds; Planning, Design and Construction; and Operations and Maintenance. Educational sessions are filling up now, and we're still filling the agenda. Let us know if you and a Business Partner have a unique success story to share.

APPA's Academy on Campus Track III will be offered February 24 through February 27, at a special rate of \$950 per attendee, making this conference one that fits the needs of all of your staff.

The conference kicks off on Wednesday evening, February 25, with the opening reception. Meals are provided to attendees during the conference, including breakfast, lunch, and dinner Thursday and breakfast and lunch on Friday. One of the

highlights of the CAPPA Tech conference is the BBQ dinner in McArthur Park on Thursday evening. The conference will conclude with an ice cream social. Stick around and enjoy an ice cream sundae or float. Door prizes will be awarded at the ice cream social.

The Executive Committee meets Friday, and the remaining committees meet on Saturday morning, February 28. Specific times are noted on the agenda, which is accessible via the registration link below.

While there is no spouse or guest program for this conference, local transportation to the River Walk and other places of interest is easily obtainable in San Antonio. Tickets for the BBQ dinner may be purchased at the conference for \$25 per guest.

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

Registration will open soon through the CAPPA website at <http://www.cappaedu.com/events>. Join us for an excellent mid-winter getaway in San Antonio!

Skyline graphic courtesy of San Antonio Chamber of Commerce.



From the Immediate Past President: Effective Leadership Development Planning

Shelton Riley, Texas Christian University

“More than 60 percent of U.S. companies feel unprepared to fill leadership roles that will become vacant with the retirement of baby boomers.”

When it comes to succession planning, what’s worse? Not having a plan, or not having the talented leadership to direct it? It has been said that a good leader can succeed with a weak plan, and a poor leader can ruin even the best plan. The importance of organizations having effective leadership development plans cannot be overemphasized.

A recent survey showed that more than 60 percent of U.S. companies feel unprepared to fill leadership roles that will become vacant with the retirement of baby boomers in the coming years. Price Waterhouse reports that 19 percent of managers and 29 percent of executives will be eligible for retirement in 2015. Not having trained leadership moving up in an organization requires development of an expensive recruitment process for finding potential candidates. Finding and training replacements for these impending vacancies takes time and funds. Turnover is expensive.

Training and promoting leadership within an organization has been shown to have a positive effect on productivity, employee retention, and morale. Points to note:

- Developing leadership in-house achieves productivity more quickly compared to the results of bringing in external candidates.
- Succession planning not only helps avoid disruption in productivity, but also aids in calming employee concerns when leadership changes.
- Sixty-one percent of college graduates said they changed jobs because their old employer did not have opportunities for job advancement in place. More than 75 percent have had other companies attempt to recruit them from their current job.
- Salary increases, bonuses and promotions

tions rank as the top three rewards for employee retention in a recent poll. Being able to balance work and life and involvement in decision-making were also ranked favorably.

There are several key elements to consider in succession planning. Organizations must first identify those individuals who are at risk of leaving and determine if adequate replacements are trained and ready to replace them.

Planning must include both current and future leadership in the decision-making process. Succession planning should not be limited to higher administrative levels. More than 75 percent of new CEOs are promoted from within the ranks. While recent surveys reveal that the majority of companies have succession plans for senior executive positions, less than half have plans in place for manager-level positions. Recognizing the leaders

Continued, page 5

Effective Leadership Development Planning, *continued*

from within our managers and facilitating their training will develop these individuals to be successful.

Sometimes additional training may be needed before promoting someone from within to allow the individual to meet current and future leadership requirements. An increase in the uses of apprentices has been no-

ticed in several succession programs. In a recent staff meeting, I joked with a colleague that our new apprentice might even teach him how to *tweet*. Laughter broke out, so at least a few staff members--mostly gray- and white-haired folks--knew what a tweet was. However, I'm not sure how many are familiar with Facebook or other social media.

We all need strong leaders to direct our efforts, and replacing leadership has proven to be expensive and challenging for our organizations. There is no better way to research the start of your new succession plan, or share what your organization is doing about succession planning, than at the Annual CAPP A Meeting in El Paso!



Look for a recap and photo gallery of CAPP A's Annual Conference in the next issue of the CAPP A newsletter!



What APPA Is Doing for Members

Ted Weidner, Senior Representative

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

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

ASCC recently approved an appeal to ANSI (American National Standards Institute) regarding a proposed cleaning standard. The proposal, put forth by the Simon Institute, would have far-reaching effects on higher education by codifying cleaning standards using a proprietary system. While APPA is not opposed to high quality cleaning and has been a leader in providing guidelines for custodial service delivery for nearly 20 years, we also recognize that every institution is unique and there is no one-size-fits-all solution. If the appeal is successful, we will continue to find our own, campus-

and/or building-appropriate, cleaning solutions, which will allow us to control costs.

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

APPA is also a leader in Total Cost of Ownership (TCO). While not advocating a single solution for anyone, APPA published *Buildings: The Gifts that Keep on Taking in*

2007, which described the real costs of “donated” buildings.

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



News from APPA and the Region

Bob Eckels, Missouri State University

Congratulations to APPA on their 100th Anniversary! The 2014 Conference in San Diego this past July was a great celebration of 100 years of higher education facilities managers sharing best practices and good ideas, a methodology that has proven through the years to make us all better.

Congratulations to President Glen Smith, Bryn Mawr College, who led us to this anniversary, and also congratulations to Randolph Hare, Washington and Lee University, who will lead us through the first of the next 100 years!

CONFERENCE TAKE-AWAYS

I always look to bring back to my university the conference “take-aways” that will help make my own campus better. For me, they included:

- A focus on better customer service for our

Work Management area, where I picked up some pointers from UT Austin’s commitment of “Your Service Connection, All Day, Every Day”;

- Some encouragement from Quinnipiac University to the technology that I know we are seeking for our workforce to become more efficient with the mobility of using iPads in the field;
- A perspective from a plenary session to be shared with our workforce:

“The quality of education is directly linked to the quality of facilities, and the quality of facilities is directly linked to the quality of the team performing the work”;

- A networking conversation that provided me some insight on a funding source for our ever-increasing deferred maintenance backlog; and

- Several product and service ideas from Business Partners that I am turning over to my folks for assessment and feedback, with the potential of making us better.

APPA REPORT

As CAPPAs junior representative to APPA, I have the following to report:

- The implementation of **Integrated Membership** has taken great strides and appears to have been well-accepted throughout the regions. However, we are in the early stages of this transition, and an assessment at the end of the first year will be telling. APPA is optimistic.
- **Credentialing** of Educational Facilities Professionals is progressing well. An online training session coming in 2015 is expected to give the program a great boost. APPA

“APPA anticipates that credentialing will one day soon be a major factor in filling higher education facilities manager positions.”

Continued, page 8

News from APPA and the Region, *continued*

anticipates that credentialing will one day soon be a major factor in filling higher education facilities manager positions.

- The **APPA Standards & Codes Council** has been active with contributions from CAPPa members David Handwork and Ted Weidner. Most recently, the council did not support a proposed cleaning standard for adoption into public law, since there was no realized benefit and the given realization that cleaning standards vary so greatly depending upon the function. In the future, the International Standards Organization is expected to impact us as standardization is pursued internationally. Much discussion is occurring about having appropriate and applicable codes for higher education facilities. For instance, A/E firms could have a separate code compliance standard for a classroom building versus the same codes for a

building with a completely different function, such as a hotel.

- The **Book of Knowledge (BOK)** continues to be viewed as a valuable tool for the facilities manager. Now, through integrated membership the BOK is available to even more facilities managers than ever before.
- The **Emerging Professionals** program continues to carry promise as young professionals are helping to make APPA better. CAPPa needs to ensure we are well represented.
- The **Mexico Initiative** has yet to take root; APPA 2015 was not well attended by our southern neighbors. CAPPa 2015 in El Paso will be a true measure of interest from Mexican institutions. Whether the institution administrators are committed continues to be a question.

- APPA reports it is in good financial standing.

REGIONAL WORK

Ad hoc committees from CAPPa and MAPPa have worked hard to supply their respective boards with the feasibility of a **Joint CAPPa-MAPPa Annual Conference** in St. Louis in 2017. Both committees report agreement with the expectations of the conference, the opportunities it creates, and the ideal location in St. Louis, centered on the border between the regions.

This proposal will be addressed in the respective regional boards this fall, approval will be sought and, if approved, voted on by the membership in the subsequent and respective business meetings. Should both regions vote their approval, work will begin on the joint conference.

I look forward to serving you as your Senior CAPPa Representative to APPA this year.

Want to know more about MAPPa? Visit the [Midwest Region APPA Web site](#).