

Fifty Years of RMA

A History of the Rocky Mountain
Association of Higher Education Facilities
Officers



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ACKNOWLEDGMENT

As the current RMA Board Historian it is my pleasure to share with you “Fifty Years of RMA” , a history of the Rocky Mountain Association of Higher Education Facilities Officers. I give credit to the previous historians who provided the region with significant contributions. These individuals include M.F. Whalen, H.L. Dotson, M.F. Fifield, Sam Brewster, and most recently H. Val Peterson. M.F. Whalen, Montana State University, H.L. Dotson, Colorado State University, and M.F. Fifield, University of New Mexico, co-authored an earlier historical account of the Rocky Mountain Region titled “The Story of the Twenty Year History of a Unique Fraternity” in 1973. Sam Brewster, Brigham Young University, made a presentation at the RMA 25th Annual Meeting at Colorado College in 1977. The most recent document “ Forty-five Years and Going Strong” by H. Val Peterson, Arizona State University, provided the base on which “Fifty Years of RMA” was able to build. Val also assisted with review, comments, photographs and additional information included within this document. Some information on the TRIBE was gathered from a summary provided by Dick Sudermann, Colorado School of Mines, dated June 13, 1985. William Mutch, University of Calgary, provided the history of the Canadian RMA members. Materials on APPA’s early history came from a presentation made by George Preston at the PCAPPA’s 30th Annual Meeting as recorded in its proceedings.

I also extend my appreciation to Harvey Chace and John Bruning for sharing their time to sort through numerous boxes in order to compile and organize the RMA archives. Finally, I give my thanks to Denise Miller, Administrative Assistant at Colorado State University Facilities Management Department, for all of her hard work and patience during this project.

John P. Morris
RMA Board Historian

PREFACE

This document was produced to record and celebrate the first fifty years of the Rocky Mountain Association of Higher Education Facilities Officers. The First Annual Meeting was held in February 1953, in Albuquerque, New Mexico, hosted by the University of New Mexico. The Fiftieth Annual Meeting was held in September 2002 in Banff, Alberta, Canada, co-hosted by the University of Calgary and The Banff Center. Some have wondered about the difference between the Fiftieth Annual Meeting and the Fiftieth Anniversary. There was a similar confusion at the turn of the century when many celebrated a new millennium in 2000, when the actual turn of the century was in 2001. There was neither a calendar year zero nor a Zero Annual Meeting. In other words, the First Anniversary of RMA did not take place until the Second Annual Meeting. Therefore, the Fiftieth Anniversary is exactly fifty years after the date of the First Annual Meeting, and the date of the Fiftieth Annual Meeting is one year prior. The RMA Fiftieth Annual Meeting was in 2002, and the Fiftieth Anniversary of RMA will be held in 2003. The Fiftieth Anniversary and celebration will take place in Sedona, Arizona and will be hosted by Arizona State University. The theme for the Fiftieth Anniversary is appropriately titled Golden Prospects.



APPA'S EARLY HISTORY

The history of The Rocky Mountain Association of Higher Education Facilities Officers cannot be separated from that of its parent association, APPA: The Association of Higher Education Facilities Officers. APPA's early history is a part of the heritage of the region.



APPA's earliest beginnings were in 1914 when Jim Fiske of Iowa State University invited fourteen (14) of his peers to meet in Chicago to consider the advisability of forming a group that could meet occasionally to share common ideas and problems. The idea took root, and in that fall meeting The Association of Superintendents of Buildings and Grounds of Universities and Colleges came into being.

Information about the first twenty (20) years of that association is somewhat sketchy since not many records were kept. But, it is known that annual meetings were held and that all association related activities were centered in the Eastern and Midwest regions. It is also known that the membership was originally restricted to the Big Ten universities, but later, membership was extended to other institutions located in the same vicinity as the Big Ten group. The first meeting held west of the Midwest, and also the first in the future Rocky Mountain Region, was the 1929 meeting held in Denver and hosted by the University of Colorado. It seemed apparent that this fledgling association thought that "small" was better than "big" and members joined by invitation only. For all practical purposes the association functioned much like a private club. This was, no doubt, the first and probably the last private club that catered exclusively to facility managers.

Even after thirty (30) years of existence, the association's membership had increased to only twenty-seven (27) superintendents, of which twenty-four (24) attended the annual meeting held at Purdue University in the summer of 1933.

In 1939, during the association's annual meeting at Michigan State, the group adopted its first constitution - a simple two and one-half page, document designed primarily to regulate the selection of members. From that point on, until the outbreak of World War II, there were no changes made to the association's structure.

The first post-war meeting of the association was held at Indiana University in the summer of 1945. Thirty-five (35) of its thirty-eight (38) members were present. The group had grown by only eleven (11) members over the previous twelve (12) years.

Following the war in the mid-1940's, dramatic changes began to take place within higher education. Supported by large federal appropriations during the war years, colleges and universities expanded and modernized their facilities and infrastructure. Not only did higher educational facilities grow in size, but also they became more complicated as new structural, mechanical and electrical systems technology was incorporated into the buildings. In many instances, new facilities were specifically constructed to meet the growing demands of research. As new technologies were developed, there became a need for a new breed of facilities manager. These changes interrupted the "status quo" that had been maintained by the association since its

inception. In order to meet the challenges associated with these changes, the membership was opened to all individuals involved in facility management administration of any college or university. New faces began to swell the ranks of the association. When the group met for its annual meeting at Ohio State University in the late summer of 1947, the membership had grown to over one hundred (100); however, only sixty-one (61) members attended the meeting. A year later, in Minneapolis, with every state of the Union represented at the annual meeting, the name of the organization was officially changed to the National Association of Physical Plant Administrators of Universities and Colleges, which carried the acronym of NAPPA.

As the membership continued to grow, annual gatherings were moved from the Midwest to other parts of the country. This move further contributed to the growth and development of the association. By the early 1950's the group had become so large there was even talk of dividing the organization into regions.

At the 39th Annual NAPPA meeting held at the University of Michigan in Ann Arbor in May of 1952, the association took formal action approving the formation of regional groups.

THE REGION'S BEGINNING

As far as can be determined, the first time a regional group for the Rocky Mountain area was seriously considered was at the close of the opening session of the 39th annual meeting of the National Association of Physical Plant Administrators (the predecessor of APPA), which was held at the University of Michigan in 1952. Only two members from the Rocky Mountain area were in attendance at this meeting. These attendees were H.L. "Hap" Dotson of Colorado State University and M.F. "Fife" Fifield of the University of New Mexico. It is said that as introductions were made at the meeting, these two individuals waved to each other from across the room.



It did not take long for Hap and Fife to recognize that there would be tremendous advantages if a regional group of physical plant staff could be organized for the benefit of the personnel and institutions in the geographically large and sparsely populated Rocky Mountain region with its diversity of growth issues, varying climates and budget challenges. There followed several other discussions between Hap and Fife at Ann Arbor and regular correspondence between them after returning to their home institutions. It was determined that a survey be conducted of institutions within the region to assess the level of interest for the formation of a regional association. The survey results were unanimously in favor of creating an organization through which members could gather together and exchange thoughts, ideas and concerns about common problems and issues.

The Rocky Mountain Region initially consisted of institutions from the states of Montana, Wyoming, Colorado, Utah, New Mexico and Arizona. Representatives from some of the Texas border institutions have also been regular RMA members since the regions inception. The

Canadian provinces of Alberta, Saskatchewan and the Northwest Territories were not included in the region until the late 1970's. It was not until 1977 that the Canadians first became aware of RMAPPA when Ian Duncan, the Director of Buildings and Grounds at the University of Calgary, was on a "sabbatical" leave and visited several RMAPPA member universities and met people like Martin Whalen, Chuck Cunningham, Terry Suber, Jim Crossey and Myron Fifield at their respective institutions. These stalwarts in RMAPPA persuaded Ian that his institution should join RMAPPA and of course APPA. Ian was so pleased with the hospitality, which he received from that group, and with the information they provided that when he returned he asked William Mutch to make the appropriate arrangements. The University of Calgary became a member of APPA in 1978 and Bill Mutch was the institutional representative for that institution along with several associates. Bill attended his first APPA meeting in Seattle in 1978 and his first RMAPPA meeting in 1979 at Tempe. The University of Calgary was the first Canadian institutional member of RMAPPA and commenced a very happy and fruitful relationship, which is still enjoyed today along with several other Canadian Universities.

THE CHARTER MEETING

On February 23-25, 1953, the charter meeting of the group of physical plant staff representing institutions of higher education in the Rocky Mountain area was held at the University of New Mexico in Albuquerque. Forty-seven (47) individuals from twenty (20) institutions were in attendance at this meeting. A group photo and a list of the attendees at the charter meeting is included in Appendix H.

<u>Institutions Represented At First RMAPPA Meeting</u>	
University of New Mexico	Colorado A&M
New Mexico Western College	Colorado University
New Mexico Institute of Mining & Technology	Colorado State College of Education
Northern New Mexico Normal School	Colorado School of Mines
New Mexico Highlands	Colorado College
Albuquerque City Schools	University of Arizona
Texas Technical College	University of Utah
Texas Western College	University of Wyoming
West Texas State College	Montana State University
University of Oklahoma	Brigham Young University

Walter W. Kraft of the University of Oklahoma, who was the immediate past president of NAPPA, attended the charter meeting to lend his support to the group. Another future stalwart within the region, Samuel F. Brewster of Auburn University, who was then vice president of NAPPA, offered moral support but was unable to attend the meeting since he was busy planning for the next national meeting to be hosted by his institution some three months later in May, 1953.

THE ENABLING AUTHORITY

The national NAPPA meeting held at Auburn University in 1953 was a key meeting for both the national and the regional groups. In that meeting, a new framework for both the national and regional associations was adopted and an entirely new set of bylaws was established to support this concept. Four years later in 1957 Sam Brewster moved to Brigham Young University and added his unique "know-how" and experience to the Rocky Mountain Regional Association.

INCORPORATION

On March 27, 1984 RMA was issued a Certificate of Incorporation under the Colorado Non Profit Corporation Act. The purpose of the corporation is to promote the common interests of the membership in accordance with its bylaws and the common goals of higher education, and for such other and further lawful purposes. The initial signatory directors were:

Floyd B. Williams, Jr.	University of New Mexico
Fred Giles	Northern Arizona University
V. Randall Turpin	University of Utah
Richard Sudermann	Colorado School of Mines
H. Val Peterson	Utah State University
Calvin D. Black	New Mexico State University

EMBLEMS AND LOGOS

RMA has had various emblems and logos to identify with over its past 50 years. The following figures show actual emblems and numerous other concepts that were used or considered are shown in Appendix G.

For twenty-five years RMA had a wooden plaque that was proudly displayed at all annual meetings. It was especially visible the final day when it was prominently hung behind the platform rostrum. The insignia was similar to the one shown in Figures 1 and 2. The plaque was a hand carved seal of APPA with a hanging pennant depicting the region. A very talented craftsman, at the Penitentiary of New Mexico, carved it from sugar pine. Starting in 1971, the plaque was used as a traveling emblem that went with the incoming host of the regional meeting. Unfortunately, it was irreparably damaged during transport from Durango, Colorado in 1996. At the mid-year Board of Directors meeting, March 1997, the Board unanimously agreed not to replace the wooden sign. The issue of transportability, cumbersomeness, and practicality seemed to influence this decision.

Figure 3 shows one of the first RMA logos, while Figure 4 shows the current logo. The drawings in Appendix G show various other designs that were considered. A picture of the RMA lapel pin is shown in Appendix G as well. The Tribe also had various logo designs, which were considered and are included in Appendix G. The final picture in Appendix G describes the detail of the Tribe lapel pin.



Figure 1



Figure 2

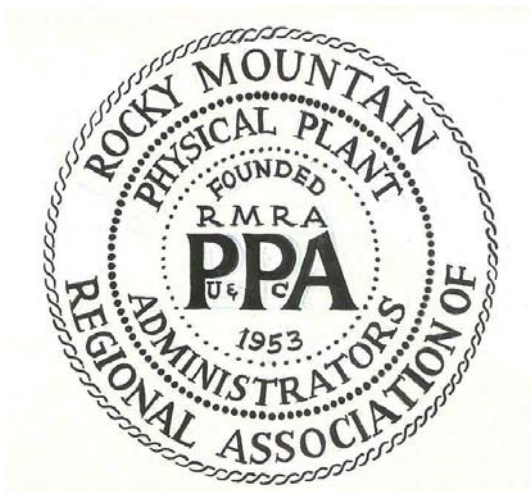


Figure 3



Figure 4

AWARDS AND RECOGNITIONS

APPA and RMA have established a variety of awards and recognitions to celebrate the distinguished work of institutions and individual members. A description of each award and the RMA recipients are listed in Appendix C. The awards and recognition include:

APPA

The Award for Excellence
The Effective and Innovative Practices Award
Meritorious Service Award
The Pacesetter Award
The Rex Dillow Award

RMA

The H. Val Peterson Award
The Lee Newman Award

FINANCIAL HISTORY

There are no financial records from RMA's early years. By the 1960's it was apparent that the organization had grown to the point that financial records were needed. In 1969, RMA's treasury had \$1,027. As of September 2002 the treasury has grown to over \$85,000, giving RMA a strong financial foundation, see Figure 5. Assets include cash, a Preferred Business Money Market Account and Certificates of Deposit. In 1969 annual dues were \$5, increasing to \$10 in 1976, \$15 in 1991 and \$20 in 1997. RMA Boards have admirably controlled the region's expenses by making reasonable and prudent expenditures so annual dues still remain at only \$20 in 2002.

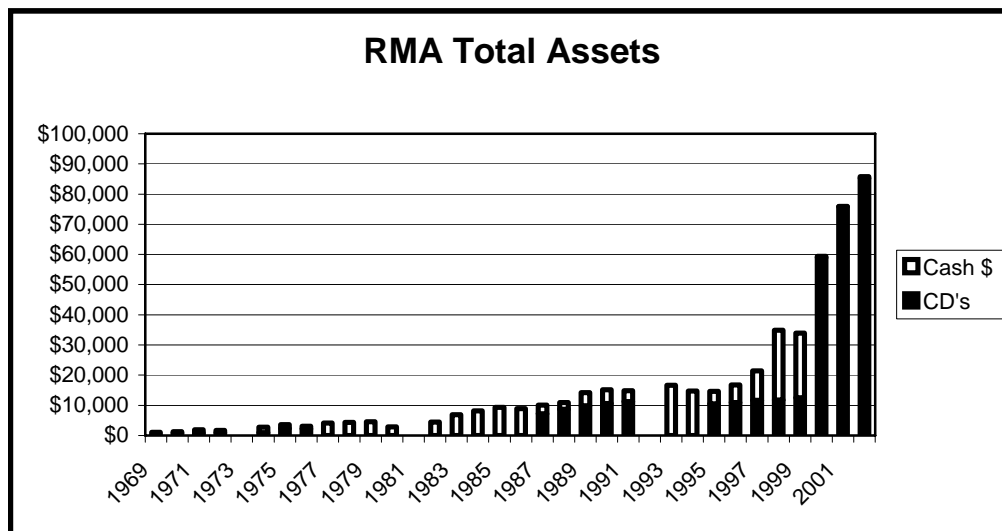


Figure 5

ANNUAL MEETINGS

Annual meetings in the Rocky Mountain Region (RMA) have always been worthwhile events. They have been a time to renew old acquaintances, to make new friends, to network with other facility managers, to have informal "how-to-do" discussions during breaks, to be updated on new happenings in the profession and to just relax and have a good time. Since the American West is a large region with lots of wide-open space, to gather for an annual meeting is a special occasion for all involved. Members come from far and wide to attend these events. Perhaps the atmosphere for these meetings harkens back to the early days of the West when the fur trappers and mountain men would annually rendezvous in the scenic valleys of the Rocky Mountains to participate in many of the same activities that take place at the RMA annual meetings. That is to renew acquaintances, to tell tall tales and perhaps even stretch the truth a bit, to participate in activities, to learn how to survive, to party, and to eat and drink heartily.



In the early days of the Region's history, the hosting of an annual meeting was a daunting experience. There were no instructions to draw from and no criteria on how to conduct an annual meeting. It usually ended up with some facility manager stepping forward to do a "show and tell" of the good and sometimes great things that were happening within their own organization or campus.

Annual meetings in the Rocky Mountain Region have always been pretty informal events, especially when compared with some of the other APPA regions. Things are usually quite laid back and glitches are typically not something that excites anyone other than the meeting host. Greetings and introductions are usually made on a first name basis, or some other endearing term, since the region is small enough for everyone to know everyone else. Members of the region are not above laughing at themselves, with an occasional poke of fun at others too. A good feeling of comradery exists within the group.

All annual meetings are centered on an educational program with sessions covering a wide variety of topics. In earlier years, the educational program was almost exclusively centered on the techniques, skills and know-how associated with buildings and grounds maintenance. Items such as chalkboard care, using the right paint, planning a field house, trends in timber construction, carpeting no-no's and the like were common. Since most of the early annual meetings were held on the campus of the host institution, tours of the campus, its central plant or state-of-the-art buildings were typically included in the program. As the roles of the facility manager have changed, so have the topics included in the program. There are still some "how to" sessions, but more often management-related topics are included on such subjects as the latest management techniques, employee relations, legal issues, government mandates, downsizing, and privatization.

In the past, time was allocated at every annual meeting for Tribal activities - at least until the demise of the Tribe. The "chiefs," as they called themselves, would gather during a lull in the proceedings to make decisions on who would be the new initiates into the Tribe and what their tribal names should be. This was typically a disorganized and unruly process. Sometimes these sessions would last for hours, usually until the supply of libations, were exhausted. The longer the meeting, the more outrageous became the tribal names for inductees. At another occasion during the meeting, the "chiefs" would again assemble for the annual initiation ceremony. Candidates would then be initiated into the Tribe after successfully convincing the group of their suitability as a tribal member based upon their proficiency in such areas as strength, skill, aim, cunning, and daring in addition to taking a sacred oath to support the Tribe, its members and the work of the regional association. Sometimes the ceremony got noisy enough to elicit complaints from non-regional guests at the meeting's hotel. The tribal initiation ceremony was always in the interest of good clean fun.



Dress and attire at the annual meeting is always casual with jeans, western shirts and cowboy boots being the accepted standard. Only presenters, guest speakers, APPA visitors, and an occasional regional officer typically wore ties and dress shirts. Everyone does, however, dress up for the annual banquet with business attire being the accepted norm.

The business meeting is another regular feature of all annual meetings. These sessions are generally well attended, which is attributed to the dedication of the regions members. Like most sessions in the region, the business meeting is conducted in an informal manner. Robert's Rules of Order are rarely called into use. The president works from an agenda, which includes such items as minutes of the previous meeting, the budget status, committee and officer reports, election of regional officers, selection of candidates for national office, and review of modifications to the bylaws.

All in all, the regional annual meeting is usually the highlight of the year for most attendees, and, in many instances, the most looked-forward-to social event of the year. No doubt, this can only happen in the West.

Institutional and member attendance remained fairly constant for the first twenty-five years. However, over the next twenty-five years Institutional representation more than doubled, and member attendance increased more than five fold, see Figure 6, (some information was not available). Attendance at the 49th Annual Meeting had a sharp decline due to the tragic events on September 11, 2001, the day before the meeting was to begin.

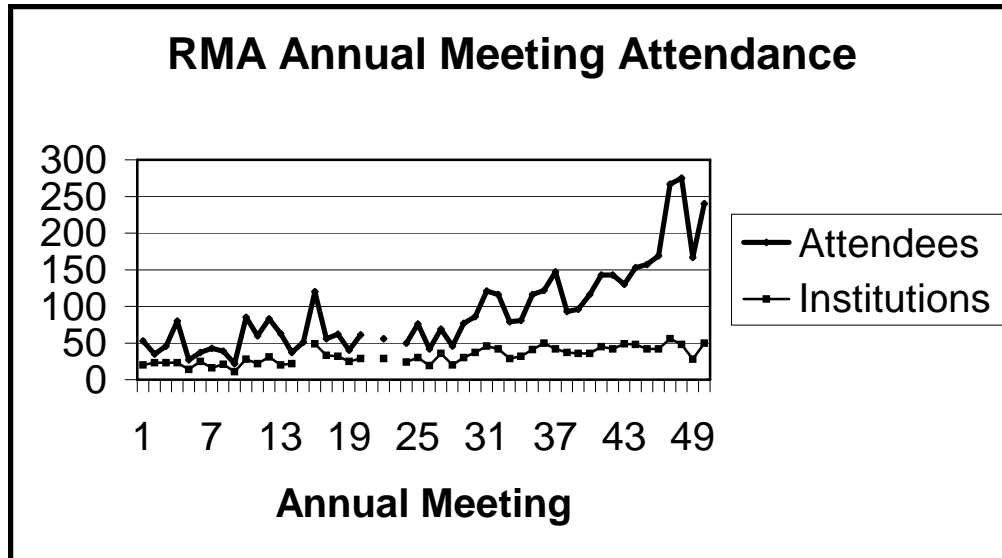


Figure 6

Program notes for RMA annual meetings one (1) through fifty-one (51) are included in Appendix A. Also included in Appendix A is a Summary of the RMA Host Institutions by State or Province. A group photo of the First Annual Meeting, held at The University of New Mexico in Albuquerque, is included in Appendix H. A group photo and list of attendees at the Twenty-fifth Annual Meeting, held at The Colorado College in Colorado Springs, Colorado, is included in Appendix I. A group photo and list of attendees at the Fiftieth Annual Meeting, held at The Banff Center, Banff, Alberta, Canada and co-hosted by the University of Calgary and The Banff Center, is included in Appendix J.

In reviewing materials needed to compile the RMA History, it was found that the primary source of past information comes from the annual meeting proceedings. The proceedings have typically included materials deemed appropriate by the hosting institutions and some have been woefully lacking in information. Appendix A lists the items and information that the RMA Board of Directors recommends be included in the annual meeting proceedings.

SALSA FOR THE SOUL

In 2001, RMA, Pima Community College and GLHN Architects and Engineers, Inc. published “Salsa for the Facilities Manager’s Soul”. “Salsa for the Soul” is a collection of anecdotes and stories, which teach, entertain, encourage and give a sense of who we are, where we have been, and where we are hope to go. The work was a product of many people who contributed time or money towards something they hoped would encourage others.



REGIONAL OFFICERS

Presently, as well as in the past, the way to become president of the region, with the accompanying ascension in rank to APPA's Board of Directors, was to host an annual meeting. While regional officers are always legitimized in the Region's Annual Business Meeting, it nevertheless revolves around the hosting of an annual meeting. Consideration has been given to changing this requirement in the future. This procedure is not necessarily bad; however having to host a conference may restrict qualified candidates from applying.

Currently, the regional president takes office during the annual meeting that they are hosting. The first vice president will host the next year's annual meeting, the second vice president will host the next and the third vice president will host the meeting three years hence. There have been exceptions to this practice, but the above line of ascension denotes the usual practice. A listing of all past RMA Presidents is included in Appendix B. A number of RMA members have also advanced to the prominent ranking of President of APPA. A listing of these individuals is also included in Appendix B.

Regional Officers

- President
- First Vice President
- Second Vice President
- Third Vice President
- Newsletter Editor
- Secretary-Treasurer
- Senior Representative to
APPA's Board of Directors
- Junior Representative to
APPA's Board of Directors

The positions noted in the box are currently included as officers in the Rocky Mountain Region. Specific duties for each position are defined in the bylaws found in Appendix E.

THE TRIBE

One of the unique features of the Rocky Mountain Region has been the Tribe. No history of the region would be complete without a mention of this unique fraternity.



From the very beginning of the association, it is apparent that the members of the organization were a group of renegades who chose to live on the high plains, mesas, mountain valleys, and tall timber country that pervade the region. This group seemed to have an unusual, and in some ways, a twisted sense of humor. In the region's earlier years, it got so that certain members would prepare for the annual meeting or any gathering with extracurricular activities that included a flurry of correspondence about which the normal, well-adjusted adult would say was trivia, or maybe even just sheer nonsense.

It was claimed by these early members that the U.S. Postal Service got so bogged down with the backlog of correspondence produced that it became necessary to adopt the old Native American custom of communication via smoke signals. It seemed natural for this group who grew up with an intimate knowledge of Native American customs to adopt some of their ways, practices and vocabulary. They even adopted the name the "Tribe" to identify their group. This was all done with a sense of comradery with no intention to demean or make light of the Native American culture.

Thus, an annual meeting was referred to as a tribal powwow. There evolved a whole new series of names, a rigorous initiation ceremony, and all kinds of secret, semi-secret and alleged signs, signals and passwords. The powwows were also famed for their libations known as kick-a-poo juice.

In the early days members of the Tribe were from institutions within the six states within the region, however members from the western portion of Texas were included as well. It was not until some time later that Canadian institutions were brought into the Tribe. An honorary membership and initiation was occasionally extended to APPA members not within the RMA region. This policy was not always supported by all of the Tribe members but was generally well appreciated by the inductees.

The Tribe liked to think of itself as the unofficial fun fraternity of the Rocky Mountain Association of Physical Plant Administrators as it was known until the name changed to be in line with the national organization. The primary rule of the Tribe was that there were no rules. Its members were encouraged to be committed to advancing the goals of the association, and in addition, to promote hospitality, communication and comradeship with their fellow Tribal members. Tribal members not attending the annual meeting could expect a collect telephone call at a late hour wherein as many members as could be rounded up would chat to great lengths just to run up the bill.

Membership into this group was deemed to be an honor and over the years many plant staff were initiated into the Tribe. As time went on, the initiation ceremony was toned down from a disorganized and haphazard event scheduled catch-as-catch-can to a more formalized ceremony

held during an open time in the annual meeting. Criteria for membership was even formalized to include attendance at a specified number of annual meetings, the giving of support and services to the regional association in some manner, and a demonstrated interest in the Tribe. A description of the selection criteria is included in Appendix D.

It was inevitable as the world changed and awareness of cultural respect became a way of life that the activities and other "sacred" customs associated with the Tribe would fall out of favor. As institutional membership increased within the Rocky Mountain Region and the organization matured, the concept of the Tribe came under concern. In 1997 the Region's Board of Directors made the decision at the mid-year board meeting "to eliminate the organization and terminate future participation in connection with RMA meetings." Subsequently, at the following annual meeting held in Jackson, Wyoming in September of 1997, the Tribe held its final rendezvous and was formally disbanded.

A listing of members of the Tribe and their tribal names are included in Appendix D.



THE NEWSLETTER



The region's newsletter has improved greatly over time to consistently be one of the best (if not the best) of all the APPA regional newsletters. Initially it was not hard to improve upon since in the beginning there were no newsletters.

In the 1950's, most of the administrative offices associated with plant operations were pretty stark and simple. The mimeograph machine, which was the standard of the day, was not capable of producing high quality materials. With the advent of plain paper copy machines, however, the process became much easier or at least manageable. In those early days it was the responsibility of regional presidents to publish and distribute a quarterly newsletter during their year in office. This was a "hit and miss" proposition that was carried out with great diligence by some presidents and with not-so-much-diligence by other presidents.

At the Region's 35th Annual Meeting (1987) in Estes Park, Colorado, the appointment was made for Val Peterson of Utah State University to be the editor of the newsletter. The name of the newsletter was still "Smoke Signals" as it had been since the publication began. The newsletter was published quarterly, usually in January, April, July and October.

Val's goal was to not only publish a regular newsletter, but to make it newsworthy as well. To do this he organized a series of correspondents, one in each state and province within the Region, to report on happenings at the institutions there. Also included was a periodic Campus Profile. In addition to reporting on the happenings within the Region, he included an editor's column with topics and subject matter that attempted to brighten up the reader's day with a little humor.

After four years, the newsletter was pretty much "institutionalized" and Val suggested at the Annual Meeting held in Jackson Hole, Wyoming in 1991, that perhaps there might be others in the Region that would like an opportunity to serve as editor. Bill Rose from Montana State University accepted the editorship. Val was asked to continue his column and was given the title of Contributing Columnist and Eclectic Humorist.

Since Rose's term as editor, others have served in the same capacity. These have included Robert Lashaway of Montana State University and Pieter van der Have of the University of Utah. Paul Smith of Pima Community College is the current editor.

In 1994 the RMA Board of Directors voted to change the name of the newsletter from "Smoke Signals" to "Rocky Mountain Views", which included a new logo as well. The change was a reflection of the "Board's desire to be more responsive to current issues." The Board also

endorsed the inclusion of current topics to be highlighted in each issue. Since that time there have been an insightful sharing of information on such topics as ADA compliance, labor relations, risk management, safety training, master planning, and other contemporary subjects.

In the Summer 2002 edition RMA changed the newsletter masthead to the one shown at the top of this section. The two previous mastheads are shown in Figure 7.

The “Rocky Mountain Views” newsletter has never accepted commercial advertisements nor has it included job ads. It continues as the most newsworthy of all APPA's regional newsletter and sets a quality standard for others to follow.



Figure 7

MEMBERSHIP

Membership in the Rocky Mountain Region is open to employees working within facilities management organizations that operate within qualifying institutions of higher education in the states of Arizona, Colorado, Montana, New Mexico, Utah, Wyoming and the Canadian provinces of Alberta, Saskatchewan, and the Northwest Territories.

Regular membership within the Region was exclusively restricted to employees of colleges and universities until only recently. The membership question was at times a hotly contested issue that some members argued with great passion. The presence of emeritus members was readily accepted early within the Region's existence, but only in recent years were member designations created for affiliate members and student members. Affiliate members are individuals engaged in work closely associated with physical facilities administration, which are typically vendors or design professionals. Student members are required to be enrolled at RMA member institutions.

Only regular members may hold office or vote, although each institution is restricted to only one vote regardless of the number of members from that institution. Affiliate and student members can neither hold office nor vote.

The primary benefit of membership within the region, in addition to networking with other members at the annual meeting, is the receipt of the proceedings of the Annual Meeting and the newsletter.

RMA Institutional Membership has increased over four fold since its inception in 1953, to its current level of 90 institutions as of August 2002. The RMA membership, excluding Emeritus Members, remained relatively steady until the early 1980's. Since 1980 membership has increased an average of 7% per year. Figure 8 shows the number of institutions and members for

the first 50 years (some information was not available). Membership rosters in the RMA archives are scarce until about 1980. Since then records are more consistent. Figure 9 shows the breakdown of the membership by type as of August 2002. Descriptions for each of the various memberships is included within the bylaws, see Appendix E.

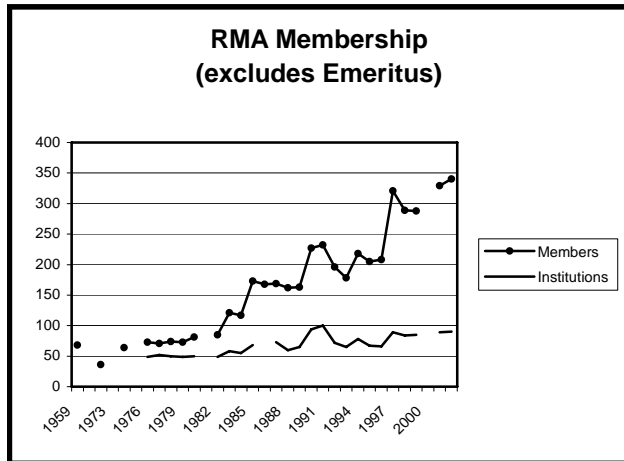


Figure 8

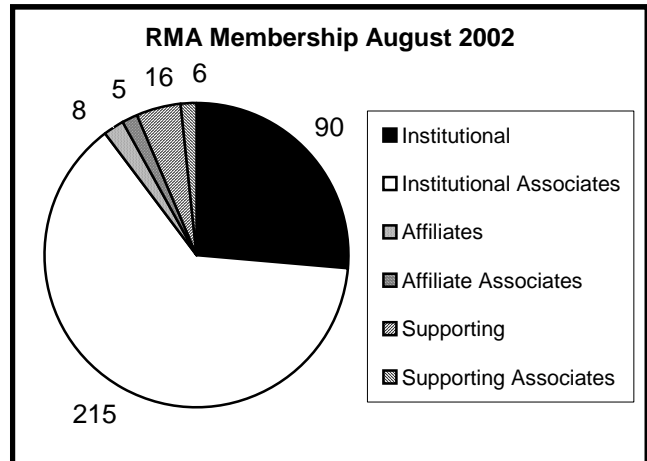


Figure 9

RMA TODAY

Mission and Goals

At the September 1993 RMA Annual Board Meeting, the Board reviewed the RMA purpose. During the discussion it was concluded that the Board did not need an extensive strategic plan. The Board agreed that they should not become overly organized but rather to focus on a fewer number of items. The Board also agreed it was important to focus on individuals or people, rather than on things. The result of the discussion led to the following statement of purpose of the region, or Mission Statement that is included in the regional bylaws.

The Rocky Mountain Association of Higher Education Facilities Officer's Mission is to promote and develop the leadership capabilities of the higher education facilities management professional by providing timely opportunity for communication, partnerships and education.

The mission statement was then followed by some strategic goals for the Rocky Mountain Association of Higher Education Facilities Management Officers Board of Directors and included:

1. Maintain and increase the involvement and participation of existing and potential regional members.
2. Formalize membership records.
3. Encourage the sharing of information.
4. Plan and hold annual education meetings.
5. Publish a quarterly newsletter.
6. Feed regional talent to the national organization.
7. Help worthy members achieve national prominence.
8. Promote diversity within the association.

The bylaws in Appendix E state the current purpose of RMA.

At the 2002 RMA Mid-Year Board Meeting, the Board identified challenges currently facing RMA as the following:

1. Work on getting more first time attendees along with making them feel like they are a welcome part of the group.
2. Set up a more democratic way of getting members into the officers of the organization. Having to host a conference may restrict qualified candidates from applying.
3. Representation of a full range of membership at all levels within the RMA organization.
4. Establishing outreach programs.
5. Focus participation and attendance on regional RMA meetings, as not all institutions can afford to go to regional, national and international meetings.
6. Consider state or province representation as part of board meetings to increase representation and information sharing at the local level.
7. The membership concern related to the funding and time required to participate in conferences, workshops, institutes, and educational programs.
8. Increasing coordination and cooperation with our business partners.

The mission and goals of the RMA have regional focus, but cannot be separated from that of its parent association, APPA. APPA's Vision, Mission, and Strategic Plan are included in Appendix F.

Bylaws

The bylaws are reviewed on a regular basis and adjusted to meet current needs. The bylaws have been revised as per changes approved at the annual meeting eight (8) times since the incorporation in 1977. The current RMA bylaws are included in Appendix E.

Web site

As is common for most organizations in today's electronic age RMA maintains a web site designed to facilitate the experience with RMA. The web site was developed and is currently maintained by members of the University of New Mexico. The current web address is www.unm.edu/~rmpage or via the APPA web site at www.APPA.org/about/regions/rma.html.

Appendix A

PROGRAM NOTES FOR ANNUAL MEETINGS

Summary of Host Institutions by State or Province

**Recommended Items and Information to be Included in
Annual Meeting proceedings**

Program Notes for Annual Meetings

Annual Meeting	Date	Host Institution and Location	Program Chair/ President	Number of Attendees	Number of Institutions Represented	Program Notes	Extra Curricular Comments
1	Feb. 23-25, 1953	Univ. of New Mexico - Albuquerque, NM	M.F. Fifield	53 Members/ Companions	20	Topics: Organization Charts and Wage Compensation; What About the "A" Bomb?; Planning a Field House; A Campus Safety Program	Feedback comments: "Fifield kept the group too damn busy, day and night - had to make Happy Hour break on sly."
2	Feb. 4-5, 1954	Univ. of Arizona - Tucson, AZ	R. L. Houston	35 Members/ Companions	23	Topics: Chalkboard Care; Survey on Wages & Benefits; Turf Management; Traffic & Parking; Music Building; Drama Facility at University of Utah; Panel Discussion	Trip to Nogales and tour of Saguaro National Monument. Watchword of Happy Hour coined: "Gee Fellas, ain't we having fun."
3	July 14, 1955	Colorado A & M (now Colorado State University) - Fort Collins, CO	H.L. Dotson	46 Members/ Companions	23	Topics: Generation of Electrical Energy Survey; When to Contract Outside Work; Long Range Development Plans. Meeting followed 42nd NAPPA meeting at University of Wyoming.	"Happy Hap's meeting more like it."
4	July 16-18, 1956	Utah State University - Logan, UT	Harold M. Wadsworth	80 Members/ Companions	23	Topics: Lift Slab Construction; Dormitories & Maintenance Costs; Water Treatment; School Lighting; Space Allocation/Custodial & Classroom	Visit large cheese factory and barbecue in Logan Canyon; Tour of Forestry Smoke-Jumping Center a real highlight.
5	July 8-10, 1957	The University of Montana - Missoula, MT	T. G. Swearingen	27 Members/ Companions	14	Topics: Trends in Timber Construction; Feeding Large Groups; Legal Liabilities of Universities & Colleges; Planning Large Classrooms; BYU Heating with Superheated Water.	"Regional Happy Hour beginning to prevail."
6	May 1-2, 1958	College of St. Joseph on the Rio Grande (now University of Albuquerque), Albuquerque, NM	J. A. Jacobson	37 Members/ Companions	25	Topics: 18th Century Religious Art in New Mexico; Solar Heating.	Meeting held in conjunction with 45th NAPPA meeting at UNM.
7	Jul. 26-29, 1959	University of Colorado - Boulder Boulder, CO	R.W. Lind	43 Members/ Companions	16	Topics: Heating System at CU; Landscape Planning; An Operational & Maintenance Budget for Schools; New Developments in Structural Clay Products.	Steak Fry - Flagstaff Mountain Sun Clouds - Raid Clouds talk at banquet.

Annual Meeting	Date	Host Institution and Location	Program Chair/ President	Number of Attendees	Number of Institutions Represented	Program Notes	Extra Curricular Comments
8	Jul. 24-27, 1960	Montana State College (now Montana State Univ.) - Bozeman, MT	Martin F. Whalen	39 Members/ Companions	21	Topics: MSC Physical Plant Organization; Campus Automation; Physical Plant Survey; MSC Fieldhouse; Automation Irrigation; Campus Security; The Big Earthquake.	You wouldn't believe the Happy Hour on Moose's front lawn - complete with milking the contest and piano.
9	July 1, 1961	Oregon State Univ. - Corvallis, OR	Martin F. Whalen	22 Members/ Companions	11	Topics: Regional Program held in conjunction with the 48th NAPPA Annual Meeting at Oregon State University - Dick Adams, Host.	None.
10	July 15-18, 1962	The Colorado College - Colorado Springs, CO	Richard A. Kendrick	85 Members/ Companions	28	Topics: Special tours through Tutt Library & Olin Hall of Science; Campus Civil Defense & Fallout Shelter Programs; Water Treatment; Campus Lighting; Control of Campus Noise Problems	Happy Hour at Ruth and Dick Kendrick's; Delicious Barbequed Chicken by Professor "Chief" Woodson Tyree; Slide/ Show by Dr. Richard Beidleman "From Plains to Peaks".
11	Nov. 20-22, 1963	Arizona State Univ. - Tempe, AZ	John W. Ellingson	60 Members/ Companions	22	Topics: Central Refrigeration & Heating Plant; Campus Planning & University Growth; A Good Physical Plant Department; Engineering Demands on Physical Plant Expansion; A Look at Russia; Plant Supervision & Employee Relations.	Visit Frank Lloyd Wright's Complex, Tallesin West, during heavy rainstorm; Office Staff on roof sweeping off water from very leaky roof amuses RMAPPA tour party; "Alley Cat" theme song adopted at Barbecue & Happy Hour at City Park.
12	Nov. 18-20, 1964	New Mexico State Univ. - Las Cruces, NM	Fred A. Day	83 Members/ Companions	31	Topics: Demonstration of Open Stage Theatre; Acoustics & the Architect; Economic Opportunity Act; Cafeteria Services - Scramble Style; Institutional Carpeting; Leadership Slide/Tape.	Tour of Stahmann Farms. Happy Hour and buffet in Juarez.
13	Oct. 13-15, 1965	Univ. of Utah - Salt Lake City, Utah	Clayton H. Kimball	63 Members/ Companions	20	Topics: University of Utah Master Campus Plan; Physical Plant Procedures-Film of University of Utah Operations; Photogrammetry in Campus Development; Water Treatment; Arboretum in Desert.	Tabernacle Choir; Tour of Brigham Copper Mine.
14	Jun. 29-Jul. 1, 1966	Colorado State Univ. - Fort Collins, CO	Harry C. Hepting	37 Members/ Companions	22	Topics: Campus Planning & Construction; Campus Landscaping; Centrex Telephone; Exit Codes; Educational TV @ CSU; Fire Alarms & Surveillance Systems.	Barbeque at Bryan & Mulb'y; Happy Hour at Happy Hap's.

Annual Meeting	Date	Host Institution and Location	Program Chair/ President	Number of Attendees	Number of Institutions Represented	Program Notes	Extra Curricular Comments
15	Oct. 11-13, 1967	U.S. Air Force Academy - Colorado Springs, CO	Linn G. Stewart	51 Members/ Companions	Unknown	Topics: Papers on the following programs at AFA: Expansion Program; Organization & general Operation of Civil Engineers; Industrial Engineering; Leadership; Custodial Services; Systems Division	Safety Presentation by Cactus Jack. Happy Hours at Sportsman's Club and Cinnamon Town House. Jerry Hawk last of big time spenders when he bets 10 at craps and throws down a dime.
16	Feb. 16-19, 1969	Univ. of Arizona - Tucson, AZ	Robert L. Houston	120 Members/ Companions	49	Topics: Riot Control; Grounds & Landscaping; Touch Tone Telephones; Radiation Safety; Field House & Gym Construction; Work Loads & Units.	Jubilee Lounge Happy Hours & "You Know What" in Nogales in a snowstorm. Meeting coordinated with APPA Board of Directors Mid-Year meeting.
17	Nov. 5-8, 1969	Univ. of Texas El Paso - El Paso, TX	M. R. Hollingshead (Host), Gene Cross (President)	56 Members/ Companions	33	Topics: Challenge Facing Physical Plant Directors & The Maces of the University of Texas; Grounds & Plants; Physical Plant People Problems Panel; Automation at University of Utah.	Butterfield Trail Lecture. Juarez Race Track Caper. Dick Adams awarded plaque and wins Quiniela at Dog Races.
18	Aug. 2-5, 1970	Adams State College - Alamosa, CO	A. J. Hall	62 Members/ Companions	32	Topics: Controlled Maintenance in Colorado; Mechanical System Balancing; Maintenance Problems at Lima, Peru; Institutional Approach to Color; Dynamic Education.	Sand Dunes Barbeque; Happy Hour at A.J. Hall's; Colorama - Mervin C. Aude
19	Jul. 18-21, 1971	Univ. of Wyoming - Laramie, WY (Jackson Lake Lodge - Moran Wyoming)	Robert G. Arnold	40 Members/ Companions	25	Topics: Keeping Campus Grounds Beautiful; Faculty Look at Physical Plant Operations; P of P-to-P P& PP on PPP; Cost of Construction & Preventive Maintenance Seminar.	Western Cookout at Medicine Bow Natural Forest; Hospitality Party at Sam and Bob Arnold's.
20	Jul. 23-26, 1972	Univ. of Northern Colorado - Greeley, CO	David Reichert	61 Members/ Companions	29	Topics: Greeley - Past, Present & Future; Communications; OSHA; Making Facilities Available to Physically Handicapped; Craftsman Production.	Western Cookout at Estes Park; Happy Hour at La Reichert's.
21	Oct. 7-10, 1973	Brigham Young Univ. - Provo, UT	Sam F. Brewster (Host) / Harold Anderson (President)	Unknown	Unknown	Topics: Tour of campus. The "men's group was bused to the Elk's Lodge for a short meeting." Joint PCAPPA/RMAPP meeting. This meeting was a first for both regions. In the 56 years of APPA history, it was the first combined regional meeting.	Western style cookout at Timp Lodge mountains at 7100 ft. elevation surrounded by fall colors; Tour of Geneva Steel Works; Annual Banquet at Wilkinson Center Ballroom with entertainment by BYU International Folk Dancers.

Annual Meeting	Date	Host Institution and Location	Program Chair/ President	Number of Attendees	Number of Institutions Represented	Program Notes	Extra Curricular Comments
22	July 28-31, 1974	Northern Arizona Univ. (Business Admin. Bldg.) - Flagstaff, AZ	Ollie Shullenbarger	40 Members 16 Companions	29	Topics: Loss Control; Positive Outlook; Divisible Auditoriums; Telecommunications; Physical; Plant's Service Role; Comments from APPA's Executive Director; Experience Exchange and Campus Tour.	Social Hour at Black Bart's Campground; Dinner at the Moller Center; Tour of Southwest Forest Industries.
23	1975	West Texas State Univ. - Canyon TX	John Boone	Unknown	Unknown	None	None
24	October 17-20, 1976	Joint RMAPPA/ PCAPPA, Circus-Circus Hotel - Las Vegas, NV	Terry Suber - RMAPPA, Ross Morton - PCAPPA	35 Members 15 Companions	24	Theme: "Action '76 " Topics: Practical Energy Production; Future Energy Production; Campus Landscaping Master Plan; Energy Conservation; Fitness for Busy People; Campus Utilities Conservation; Power Factor Correction; Occupational Assistance Program; Central Supervisory Control Systems; Experience Exchange.	Campus Tour - University of Nevada-Las Vegas; Lots of open time to find the local night spots and casinos. Note: First meeting with members from Canada attending, but they attended PCAPPA sessions.
25	Sept. 25-28, 1977	The Colorado College (Colorado Packard Hall (Conference), Palmer House (Hotel)) - Colorado Springs, CO	James Crossey	50 Members 26 Companions	30	Theme: "Silver Anniversary Meeting" Topics: Energy Accounting, Roofing Specifications; Carpeting; Landscape Maintenance Management; Energy Management; Central Control Operators; Experience Exchange; Campus Tour.	Tour of Air Force Academy and historic Cripple Creek; Tour of Schlage Lock Factory.
26	Jul. 31-Aug. 2, 1978	The Univ. of Montana (Univ. Center) - Missoula, MT	J.A. "Ted" Parker	30 Members 12 Companions	19	Topics: Solar Energy; Life Cycle Costing; Cost Accounting System; People Management; Adaptive Reuse of Buildings; The Written Word in People Management; Wood Waste Boiler Fuels; Trends in Non-Traditional Employment; Managing The Change To Metrics; Higher Education Enrollment Projections; Experience Exchange; Campus Tour.	Tour of Aerial Fire Department. Note: John T. Boone of West Texas State University died in a traffic accident on the way to this year's RMAPPA Annual Meeting.

Annual Meeting	Date	Host Institution and Location	Program Chair/ President	Number of Attendees	Number of Institutions Represented	Program Notes	Extra Curricular Comments
27	Sept. 23-26, 1979	Arizona State Univ. - Tempe, AZ (Fiesta Inn - Tempe, AZ)	Herbert E. Bay	49 Members 20 Companions	36	Topics: Economic Forecast for Rocky Mountain Region; Purchasing and Economics; Frontiers of Energy (Cellular and Geothermal); Total Energy Systems; Physical & Psychological Stress; Employee Assistance Programs; Student Campus Security Aids; Customer Service; Campus Tour.	Dinner and entertainment at Rawhide; Ballet Folklorico entertainment at Annual Banquet.
28	Aug. 24-27, 1980	Colorado State Univ. (Pingree Park Campus Conference Center) - Fort Collins, CO	L. Terry Suber (Host)/ Chuck Cunningham (President)	35 Members 11 Companions	20	Topics: Alternate Fuels for Heating & Cooling; Historical Buildings; Contemporary Management; Roof Preventive Maintenance; Formula Budgeting; Effective Budget Presentations; Work Controls; Introducing MBO; Experience Exchange. Special Guests - Philip Koehler, APPA President & Paul Knapp, APPA Exec. Director	Meeting in the pines; Early morning hot air balloon tether rides and demonstration; Cookout and Square Dance program; No TV or radio - limited telephone.
29	Aug. 2-5, 1981	Utah State Univ. (Campus Inn and Conference Center) - Logan, UT	H. Val Peterson	49 Members 28 Companions	30	Theme: "Rendezvous '81" Topics: Projections for Higher Education in the 80's; Physical Plant Budget As Viewed By Administration; Executive Physical Fitness; Estimating Procedures For In-House Construction/Remodeling; Manager-Worker Communications; Energy Conservation in the 80's; Understanding/Managing Stress; Production Management Techniques in Physical Plant; Deferred Maintenance. Special Guests: Tom Smith, APPA President; Harold Babcock APPA President-Elect; Paul Knapp APPA Executive Director	Great West Fair; Historical Pageant; "The West: America's Odyssey"; Old West Cookout.

Annual Meeting	Date	Host Institution and Location	Program Chair/ President	Number of Attendees	Number of Institutions Represented	Program Notes	Extra Curricular Comments
30	Nov. 14-17, 1982	New Mexico State Univ. - Las Cruces, NM (Holiday Inn de las Cruces - Las Cruces, New Mexico)	C. D. "Doug" Black	55 Members 31 Companions	37	Theme: "Cactus Country Caucus" Topics: Hazardous Waste Management; Energy-Saving Architecture; Energy-Saving Chilled Water Systems; Experience Exchange. Special Guests: Harold Babcock, APPA President; Charlie Braswell, APPA President-Elect; Paul Knapp, APPA Executive Director	Shopping Tour and Dog Races at Juarez with special race for RMAPPA; Tours to White Sands National Monument and Almgordo Branch Campus; Social Hour hosted by Ceramic Cooling Towers; Initiation for bold into International Connoisseurs of Green and Red Chili.
31	Oct.1-4, 1983	University of New Mexico - Albuquerque, NM (Classic Hotel - Albuquerque, New MX)	Floyd Williams	75 Members 46 Companions	46	Theme: "Cost Avoidance and Savings For The Years Ahead" Topics: Roofing Preventive Maintenance; Energy Conservation; EMCS; Lighting; Cost Recovery for Special Activities; Absentee Monitoring; Management Training/ Development; Telecommunications. Special Guests: Charlie Braswell, APPA President; Herb Collier, APPA President-Elect; Paul Knapp, APPA Executive Director	Balloon Fiesta's Mass Ascension was cancelled due to rainy weather; Aerial Tram to Sandia Peak was shrouded in clouds; Welcome Steak Fry was very good.
32	Sept. 23-26, 1984	Combined RMAPPA/ PCAPPA - Las Vegas, NV (Hotel Continental - Las Vegas, NV)	RMAPPA: Fred Giles - Northern Arizona University PCAPPA: Charles Moody - University of Nevada - Las Vegas	83 Members 33 Companions	42	Theme: "Computer Technology" Topics: Computers in Physical Plant; Gamblers vs. Games; Hands On Instruction For Personal Computers; Computer Applications; Bar Coding Applications in Physical Plant; Computer Aided Design & Drafting; Microcomputer Environment, Putting The Work Ethic To Work; Computerized Maintenance Management Systems.	None
33	Sept. 15-18, 1985	Univ. of Utah - Salt Lake City, UT	Randy Turpin	60 Members 19 Companions	29	Theme: "Future Innovations" Topics: Changing Modes in Management; Custodial Standards; Stress in Management; Alcohol & Drug Treatment; Executive Wellness; Experience Exchange.	Trip to historic Park City for sightseeing and ride on the Alpine Slide.

Annual Meeting	Date	Host Institution and Location	Program Chair/ President	Number of Attendees	Number of Institutions Represented	Program Notes	Extra Curricular Comments
34	Aug. 24-27, 1986	Montana State Univ. - Bozeman, MT (Gran Tree Inn - Bozeman, MT)	Edward D. Rice	55 Members 26 Companions	32	Theme: "Meeting Our Challenge" Topics: Construction Issues; CADD; Buying/Contracting; Fairness Doctrine. Special Guests: Val Peterson/ APPA President; H.C. Lott, APPA President-Elect; Walt Schaw, APPA Executive Director	Bus ride to Nevada City and Virginia City with show and dinner.
35	Sept. 9-12, 1987	Univ. of Northern Colorado - Greeley, Colorado (Holiday Inn - Estes Park, CO)	William J. McLaughlin (Host), Richard Suderman (President)	84 Members 32 Companions	41	Topics: CHAMPS; Emergency Response Plan; Environmental Safety; Construction Management; On-Site Power Production; Avoiding Liability; Turf Management; Financing Anything; Direct Digital Control; Effective Communicating; Intelligent Buildings. Special Guests: H. C. Lott, APPA President; Dorsey Jacobs, APPA President-Elect; Walt Schaw, APPA Executive Director	Bus trip to Rocky Mountain National Park and shopping and town tour at Estes Park.
36	Sept. 21-24, 1988	Univ. of Calgary - Calgary , Alberta, Canada (The Palliser Hotel - Calgary , Alberta, Canada)	William Mutch	75 Members 47 Companions	50	Theme: "Western Hospitality" Topics: Hazardous Waste Disposal; Switchgear Maintenance; Building Commissioning; Building Air Quality; CADD Systems; Project Management; Canadian Insurance Exchange; Alternative Use of Electronic Mail; Self Esteem and Self- Projection; Canadian Olympic Park; Olympic Oval. Special Guests: Dorsey Jacobs, APPA President; Jack Hug, APPA President-Elect; Walt Schaw, APPA Executive VP	Bused to tour of Canada Olympic Park with view from top of 90 meter ski jump which was site of 1988 Winter Olympics.

Annual Meeting	Date	Host Institution and Location	Program Chair/ President	Number of Attendees	Number of Institutions Represented	Program Notes	Extra Curricular Comments
37	Sept.9-13, 1989	Univ. of Arizona - Tucson, AZ (El Conquistador Resort Hotel - Tucson, AZ)	Phil Rector	88 Members 59 Companions	42	<p>Joint RMAPP/PCAPP Annual Meeting. First RMAPP meeting with vendors (13).</p> <p>Theme: "How The West Was ONE!"</p> <p>Topics: Total Quality Improvement; Sick Building Syndrome; Cogeneration; Asbestos Removal; Gender Gap; PCB Update; Facility Audit Program; The Decaying American Campus.</p> <p>Special Guests: Jack Hug, APPA President; William Middleton, APPA President-Elect; Walt Schaw/ APPA Exec VP; Wayne Leroy, APPA Exec AVP</p>	Trip to Nogales and Sabino Canyon moonlight train ride. RMAPP/PCAPP pool-side reception with Mariachi band.
38	Oct. 3-6, 1990	The Colorado College - Colorado Springs, CO (Sheraton Inn North - Colorado Springs, CO)	Phil Rector (Host) Pieter van der Have (President)	72 Members 21 Companions	37	<p>Theme: "The 'Peak' Experience"</p> <p>Topics: Construction & Design of the 1990's; Campus Planning Issues Dealing With Architect/Consultant; General Contractor and Building Systems/HVAC Vibration & Control; Third Party Financing.</p> <p>Special Guests: Joe Estill, APPA President-elect; Walt Schaw, APPA Exec VP</p>	Tour of the Garden of the Gods and Chuck Wagon Dinner; Tour of the U.S. Air Force Academy; Attend USAF/Navy Football Game.
39	Sept. 11-14, 1991	Univ. of Wyoming Laramie, WY (Jackson Lake Lodge - Moran, WY)	George Krell	74 Members 22 Companions	36	<p>Theme: "Management Rendezvous"</p> <p>Topics: Applications of TQM; Legally Acceptable Hiring Practices; Asbestos Management; Interpersonal Communications; Quality Management Principles; Regulatory Compliance.</p> <p>Special Guests: Joe Estill, APPA President; William Middleton, APPA Past-President; Walt Schaw, APPA Executive VP; Wayne Leroy/APP A Exec AVP</p>	Scenic lake cruise and Elk Island steak fry; Bus tour to Yellowstone National Park.

Annual Meeting	Date	Host Institution and Location	Program Chair/ President	Number of Attendees	Number of Institutions Represented	Program Notes	Extra Curricular Comments
40	Sept. 26-29, 1992	Brigham Young Univ. - Provo, UT (Sundance Resort - UT)	Douglas K. Christensen	80 Members 36 Companions	36	Theme: "Partnerships" Topics: Principle-Centered Leadership (Stephen R. Covey); Win-Win Attitudes; Family Partnerships; Partners in Planning/Design; Leadership; Career Development; Downsizing. Special Guests: Don Mackel, APPA President; Wayne Leroy, APPA Exec AVP	Attended Mormon Tabernacle Choir Broadcast on Temple Square in Salt Lake City; Tour of Park City and Alpine Slide.
41	Sept. 19-21, 1993	Univ. of Alberta - Edmonton, Alberta, Canada (Hotel Macdonald)	Gordon Bulat	106 Members 37 Companions	45	Theme: "Making Choices" Topics: The Facility Audit; Facility Design Trends; Service Initiatives; Outsourcing; Mediation/Arbitration vs. Litigation; Cogeneration; Information Management/Recycling Initiatives; Alternate Vehicle Fuels; Waste Management; Transportation. Special Guests: Diane Kirby, APPA President; Walt Schaw, APPA Exec VP	Tour of Botanical Gardens and Ft. Edmonton Park; Guys & Dolls 1920's Floating Casino; Campus Tour via Rapid Transit System.
42	Sept. 24 -27, 1994	Univ. of Colorado at Boulder - Boulder, CO (Clarion Harvest House Hotel)	Paul Tabolt	115 Members 28 Companions	42	Theme: "Reaching New Peaks Through Boulder Performance" Topics: Effective Oral Presentations; Communication Differences Between Sexes; Body and Soul; Conflict and Negotiation; Facilities and The Faculty; Mind Mapping; Sovereignty vs. Win-Win; Tending the Arboretum; Olympian Thinking; BPR/TQM. Special Guests: Charlie Jenkins, APPA President; Doug Christensen, APPA President-Elect; Wayne Leroy, APPA Exec VP	Trip through Boulder Canyon to Aspen Lodge; Visit to National Center for Atmospheric Research; Multi-Media presentation "Portrait of Glenn Miller."

Annual Meeting	Date	Host Institution and Location	Program Chair/ President	Number of Attendees	Number of Institutions Represented	Program Notes	Extra Curricular Comments
43	Sept. 30-Oct. 3, 1995	Montana State Univ. - Bozeman, MT (Grouse Mountain Lodge - Whitefish MT)	Robert Lashaway	99 Members 31 Companions	49	<p>Theme: "Mountains and Minds"</p> <p>Topics: Charrette Design Collaboration; Partnering; Smart Maintenance; APPA Benchmarking; APPA's Strategic Assessment Model; Consultant/FM Relationships; Plan Checking/Coordination; Model for Planning; Personal, Financial/ Education and Retirement.</p> <p>Special Guests: Ron Flinn, APPA President-elect; Lander Medlin, APPA Exec AVP, Barbara Hirsch, APPA Govt. Relations</p>	Gondola ride to summit of Big Mountain; Ranch style dining and western style entertainment.
44	Sept. 29 - Oct 1, 1996	Auraria Higher Educ. Center - Durango, CO (Tamarron Hilton Resort)	Jim Kelley	103 Members 50 Companions	48	<p>Theme: "Reaching the Summit."</p> <p>Topics: Merging Ecology & Economics; Indoor Air Quality: Chemistry and Perceptions; TQM in Facilities Management; CAD/FM Space Management; Managing Workplace Relations with Integrity; Small College Issues; Effective Management of Deferred Maintenance; Managing the Facilities Portfolio.</p> <p>Special Guests: Ron Flinn/ APPA President; Lander Medlin, APPA Exec AVP; Media Ranck, APPA RMA Rep</p>	Durango & Silverton Narrow Gauge Railroad Train Ride; Western barbecue with western music and line dancing.

Annual Meeting	Date	Host Institution and Location	Program Chair/ President	Number of Attendees	Number of Institutions Represented	Program Notes	Extra Curricular Comments
45	Sept. 17 - 20, 1997	Utah State Univ. - Logan, UT (Snow King Resort - Jackson WY)	Wayne White	89 Members 68 Companions	42	<p>Theme: "Leadership Through Change"</p> <p>Topics: Key Principles of Transformational Leadership; Managing the Cleaning Process; Covey: Principle Centered Leadership; Teton & Yellowstone Park Maintenance; Valuing Employee Diversity; Panel Discussion: Electrical Deregulation; George Wright on Leadership Through Change.</p> <p>Special Guests: Ron Flinn, APPA Past-Pres; Wayne Leroy, APPA Exec AVP; Media Ranck, APPA RMA Rep</p>	Ice Cream Social; Chuck Wagon Dinner and Wild West Show; First meeting with major emphasis on exhibit booths with 38 companies represented.
46	Sept. 16-19, 1998	Yavapai College - Prescott, AZ (Prescott Resort)	Charles Andersen	104 Members 49 Companions 13 Business Partners and Assoc. 3 Students	42	<p>Theme: " Searching for Gold."</p> <p>Topics: Electrical Deregulation; Transformational Management; Effective Change Management; Optimizing Operations of Central Chilled Water Production and Distribution Systems; Geographical Information Systems; Emergency Response and Disaster Recovery Plan; Project Specific Web Sites; Landscape Water Management/Environmental Water Technologies; Defining and Evaluating Facilities Performance</p> <p>Special Guests: Joe Spoonmore, APPA President; Pieter van der Have, APPA Past-President; Media Ranck, APPA RMA Rep.</p>	Ongoing western entertainment through meeting by the Catarset Creek Gang; "Hanging" of Wayne White by "Sheriff" Joe Spoonmore; Arizona Jamboree Musical variety show with additional talent provided by RMA members; Tour of Yavapai College - Prescott Campus. Meeting had 43 company sponsors with 13 vendor displays. A history of RMA titled "Forty-Five years and Going Strong" was distributed to members at the meeting.

Annual Meeting	Date	Host Institution and Location	Program Chair/ President	Number of Attendees	Number of Institutions Represented	Program Notes	Extra Curricular Comments
47	Oct. 6-10, 1999	Univ. of New Mexico - Albuquerque, NM	Harvey Chace	134Members 50 Companions 83 Business Partners and Assoc.	56	<p>Theme: "Up, Up and Away -- Achieving New Levels of Performance through Benchmarking the Best Practices in Facilities Management"</p> <p>Topics: Keynote Speech by Santiago Rodriquez on Workplace Diversity; The Facility Audit Process; Selecting a Computer-Based Maintenance Information Management System; Elevator Modernization Strategies; Job Order Contracting; Workplace Security; Compensation Planning; Career Landers; A Campus Security Hardware Review; Smart Electrical Distribution; Building Commissioning; Controlling Your Future; The Express Route to Significant Energy Savings; The A/E Consultant Selection Process; A Working Collaboration, Auditorium/Lecture Room Seating Selection & Renewal; Electrical Distribution Maintenance Standards; Value Engineering and Project Cost Control; Privatizing Utility Mgmt. ; Managing Your Roofing Program; Team Cleaning; Integrated Pest Management; Low Maintenance Landscaping Alternatives.</p> <p>Special Guests: E. Lander Medlin, Exec. VP for APPA; Media Ranck, RMA Liason</p>	Balloon Festival was very impressive. Mass Ascension, Special Shapes Ascension and Balloon Glow were incredible sights. Bandelier Natl. Monument; Madrid and Santa Fe Companion Tour

Annual Meeting	Date	Host Institution and Location	Program Chair/ President	Number of Attendees	Number of Institutions Represented	Program Notes	Extra Curricular Comments
48	Sept. 23-26, 2000	Univ. of Utah - St. George, UT	Craig Bohn	114 Members 53 Companions 108 Business Partners and Assoc.	48	<p>Theme: Mastering the Present to Assure the Future</p> <p>Topics: Performance Contracting; Grow Your Own (Personnel Retention), Master Planning; Working with the Media; Customer Service; Utah Winter Olympics; Planning for the Future; Stress Management; A Casual Discussion by Randy Turpin and Val Peterson on "Then, Now and the Future", Tour of Dixie College</p> <p>Special Guests: John P. Harrod, Jr., APPA President; E. Lander Medlin, Exec. VP of APPA; Media Ranck, Director of Marketing and Outreach of APPA</p>	Zion and Bryce National Parks are a must see. Golfing at Entrada Golf Course at Snow Canyon. Dutch oven dinner, and a hot night at Mesquite for those who enjoy gaming.
49	Sept. 12-15, 2001	Pima Community College - Tucson, AZ	Paul F. Smith	78 Members 34 Companions 55 Business Partners and Assoc.	28	<p>Theme: "Endless Horizons"</p> <p>Topics: e-Procurement; Chilled Water Production and Distribution; Violence in the Workplace; Relationship CPR; A BACNET/ LONWORKS Panel Discussion; Wireless Technology in Controls Applications; How to Manage Your Bird Problem; "A Day in the Life of a Facilities Manager"; Cost Estimating Through Use of Computer Software; Plus: Tours to the Univ. of Arizona Mirror Lab and Central Plant, and Pima Community College's West Campus</p> <p>Special Guests: Joel Valdez - VP of Business Services, University of Arizona</p>	Arizona Sonoran Desert Museum and Dinner; Biosphere Visit; A social banquet with entertainment by "Laughing Stock"; Golfing at Starr Pass; Shopping at Nogales, Sonora Mexico, and Tubac, AZ; Kartchner Cavern Tour Although the National Tragedy, which took place on September 11, 2001 impacted the attendance, everyone involved with the conference was still able to make needed adjustments to provide a first rate educational program.

Annual Meeting	Date	Host Institution and Location	Program Chair/ President	Number of Attendees	Number of Institutions Represented	Program Notes	Extra Curricular Comments
50	Sept. 15-17, 2002	Univ. of Calgary - Calgary , Alberta, Canada (The Banff Center - Banff, Alberta, Canada)	Steve Baldick	117 Members 63 Companions 60 Business Partners and Assoc.	50	<p>Theme: "Higher Expectations" Topics: Information Reporting; Enterprise Asset Management; Energy Management; Customer Service; Environmental Management; Facilities Design; Project Management; Inspirational Speaker: Ross Watson, Living Without Limits. Special Guests: Phil Cox, APPA President; E. Lander Medlin, APPA Exec. VP; Media Ranck, APPA RMA Liason Past RMA Presidents and past APPA Presidents from the RMA region in attendance included: Gene Cross (RMA 1969) H. Val Peterson (RMA 1981 & APPA 1996) Douglas K. Christensen (RMA 1992 & APPA 1995) Gordon Bulat (RMA 1993) Robert Lashaway (RMA 1995) Jim Kelley (RMA 1996) Wayne White (RMA 1997) Charles Anderson (RMA 1998) Harvey Chace (RMA 1999) Craig Bohn (RMA 2000) Paul Smith (RMA 2001) Donald L. Mackel (APPA 1992) Gary Reynolds (2001)</p>	Brewster's Mount View Barbeque; Lake Louise Expedition; Golfing at Kananaskis Country Golf Course Companion Activities: Banff Museum Tour; Hike at Sunshine Meadows, Banff Springs; Willow Stream SPA at the World Famous Banff Springs Hotel; Sulphur Mountain Gondola; Taking Control of Your Health with Ron Medlin
51	Sept. 17 - 20, 2003	Arizona State University	David Brixen	Information not available at time of printing.	Information not available at time of printing.	<p>Theme: Golden Prospects Topics: LEED Green Building Rating System, Ethics, Workforce 2005, Implementing a Multi-Campus Public Access Defibrillation Program, Thermal Energy Storage - Issues Not Widely Known, Total Cost of Ownership Model, Small Campus Facilities Systems Integration, Futuristic Technology in Higher Education. Keynote Speaker at Welcome Breakfast: Ron Canham (Tentative Schedule)</p>	Golf Tournament at Sedona Golf Resort, Western Show and Chuck Wagon Dinner at the Blazing M Ranch, and Trip to Grand Canyon Companion Activities: Verde Canyon Railroad, Journey to Jerome, Pink Jeep Scenic Rim Tour, and Spa Day at the Sedona Hilton (Tentative Schedule)

Summary of RMA Host Institutions By State or Province

New Mexico	Arizona
1953 Albuquerque (Charter Meeting @ U of NM) 1958 Albuquerque (U of Albuquerque, College of St. Joseph) 1964 Las Cruces (NMS) 1982 Las Cruces (NMS) 1983 Albuquerque (UNM) 1999 Albuquerque (UNM)	1954 Tucson (U of Arizona) 1963 Tempe (ASU) 1968 Tucson (U of Arizona) 1974 Flagstaff (NAU) 1979 Tempe (ASU) 1989 Tucson (U of Arizona, PCAPPA) 1998 Prescott (Yavapai) 2001 Tucson (Pima) 2003 Sedona (ASU)
Texas	Wyoming
1969 El Paso (UTEP) 1975 Canyon (W Texas State University)	1971 Laramie (u of Wyoming) 1991 Jackson Lake (U of Wyoming) 2004 Jackson Lake (U of Wyoming)
Colorado	Utah
1955 Fort Collins (Colorado A&M, CSU) 1959 Boulder (U of Colorado) 1962 Colorado Springs (Colorado College) 1966 Fort Collins (CSU) 1967 Colorado Springs (U.S. AFA) 1970 Alamosa (Adams State) 1972 Greeley (U of N Colorado) 1977 Colorado Springs (Colorado College) 1980 Fort Collins/Pingree Park (CSU) 1987 Estes Park (U of N. Colorado) 1990 Colorado Springs (Colorado College) 1994 Boulder (U of Colorado) 1996 Durango (AHEC)	1956 Logan (Utah State University) 1965 Salt Lake (U of Utah) 1973 Provo (BYU) 1981 Logan (Utah State University) 1985 Salt Lake (U of Utah) 1992 Sundance (BYU) 1997 Jackson (Utah State University) 2000 St. George (U of Utah)
	Canada
	1988 Calgary (U of Calgary) 1993 Edmonton, AI (U of Alberta) 2002 Banff, Alberta (U of Calgary)
Montana	Co- Region
1957 Missoula (U of Montana) 1960 Bozeman (Montana State University) 1978 Missoula (U of Montana) 1986 Bozeman (Montana State University) 1995 Whitefish (Montana State University)	1961 Corvallis (U of Oklahoma) 1976 Las Vegas, Nevada (PCAPPA) 1984 Las Vegas, Nevada (PCAPPA)

The RMA Board of Directors recommends the following items and information to be included in the annual meeting proceedings:

1. Front piece that includes:
 - a. Annual Meeting Number
 - b. Association Name
 - c. Date of Meeting
 - d. Location of Meeting
 - e. Hosting Institution
2. Index
3. Program of Events including:
 - f. Theme
 - g. Presentation titles and names of presenters
 - h. Special Meetings
 - i. Activities
4. Group Photograph of RMA Members including identification of all individuals in photograph. Companions photo optional.
5. Listing of all member attendees and their institutions
6. Listing of all companion attendees (may be included in #5)
7. Listing OF RMA Officers (incoming and outgoing)
8. Listing of APPA Representatives attending
9. Copies of Speeches and Presentations, including slides and visual aids where possible
10. Minutes of Annual Business Meeting
11. Experience Exchange discussion (if used in program)
12. RMA Membership List
13. Bylaws
14. Photos of speakers, officers and activities (optional)

Appendix B

PAST RMA PRESIDENTS

	Year	Name	Institution
1.	1953	M.F. Fifield	University of New Mexico
2.	1954	R. L. Houston	University of Arizona
3.	1955	H. L. Dotson	Colorado A & M
4.	1956	H. M. Wadsworth	Utah State University
5.	1957	T. G. Swearingen	Montana State University
6.	1958	J.A. Jacobson	University of New Mexico
7.	1959	R. W. Lind	University of Colorado
8.	1960	M. F. Whalen	Montana State University
9.	1961	M. F. Whalen	Montana State University
10.	1962	R. A. Kendrick	The Colorado College
11.	1963	John W. Ellingson	Arizona State University
12.	1964	Fred A. Day	New Mexico State University
13.	1965	Clayton H. Kimball	University of Utah
14.	1966	Harry C. Hepting	Colorado State University
15.	1967	Linn G. Stewart	USAF Academy
16.	1968	R. L. Houston	University of Arizona
17.	1969	Gene Cross	University of Utah ¹
18.	1970	A. J. Hall	Adams State College
19.	1971	Robert G. Arnold	University of Wyoming
20.	1972	David Reichert	University of Northern Colorado
21.	1973	Harold J. Anderson	Brigham Young University ²
22.	1974	Ollie Shullenbarger	Northern Arizona University
23.	1975	John T. Boone	West Texas State College
24.	1976	L. Terry Suber	Colorado State University ³
25.	1977	James Crossey	The Colorado College
26.	1978	J. A. "Ted" Parker	The University of Montana
27.	1979	Herbert E. Bay	Arizona State University
28.	1980	Charles L. Cunningham	US Air Force Academy ⁴
29.	1981	H. Val Peterson	Utah State University

¹ M. R. Hollingshead of the University of Texas-El Paso hosted the meeting in El Paso, but opted not to be the President

² Joint RMAPP/PCAPP meeting held in Provo, Utah

³ Joint RMAPP/PCAPP Annual Meeting held in Las Vegas and hosted by Ross Morton of UNLV

⁴ Annual Meeting hosted by Terry Suber of Colorado State University at Pingree Park

30.	1982	C. D. "Doug" Black	New Mexico State University
31.	1983	Floyd Williams	University of New Mexico
32.	1984	Fred A. Giles	Northern Arizona University ⁵
33.	1985	Randy Turpin	University of Utah
34.	1986	Edward Rice	Montana State University
35.	1987	Richard Sudennan	Colorado School of Mines ⁶
36.	1988	William Mutch	University of Calgary
37.	1989	Phil Rector	University of Arizona ⁷
38.	1990	Pieter van der Have	University of Utah ⁸
39.	1991	George Krell	University of Wyoming
40.	1992	Douglas Christensen	Brigham Young University
41.	1993	Gordon Bulat	University of Alberta
42.	1994	Paul Tabolt	University of Colorado-Boulder
43.	1995	Robert Lashaway	Montana State University
44.	1996	Jim Kelley	Auraria Higher Education Center
45.	1997	Wayne White	Utah State University
46.	1998	Charles N. Andersen	Yavapai College
47.	1999	Harvey Chace	University of New Mexico
48.	2000	Craig Bohn	University of Utah
49.	2001	Paul Smith	Pima Community College
50.	2002	Steve Baldick/David Brixen ⁹	University of Calgary
51.	2003	David Brixen	Arizona State University

RMA Members Who Served as APPA Presidents

1929	W. E. Brockway	University of Colorado
1953	S.F. Brewster	Brigham Young University
1955	C.B. Jensen	University of Wyoming
1958	M.F. Fifield	University of New Mexico
1969	Richard Kendrick	Colorado State University ¹⁰
1977	Gene B. Cross	University of Delaware ¹¹
1986	H. Val Peterson	Utah State University
1992	Donald L. Mackel	University of New Mexico
1995	Douglas K. Christensen	Brigham Young University
1997	Pieter van der Have	University of Utah
2001	Gary L. Reynolds	The Colorado College

⁵ Joint RMAPP/PCAPP Annual Meeting held in Las Vegas and hosted by Charles Moody of UNLV

⁶ Annual Meeting held in Estes Park and hosted by William McLaughlin of the University of Northern Colorado

⁷ Joint RMAPP/PCAPP Annual Meeting held in Tucson, Arizona

⁸ Annual Meeting hosted by the Colorado College and the United States Air Force Academy in Colorado Springs, Colorado

⁹ Steve Baldick resigned mid-term and David Brixen stepped in as acting President.

¹⁰ Moved from CC to CSU in 1969

¹¹ Member of RMA although not at the time of APPA Presidency

Appendix C

AWARDS AND RECOGNITION

THE AWARD for EXCELLENCE

APPA's highest institutional honor, The Award for Excellence in Facilities Management, provides educational institutions with the opportunity to receive national and international attention for their outstanding achievements in facilities management.

Since 1992, The Award for Excellence is awarded to any institution submitting a detailed self-evaluation that successfully meets the established criteria. An institution may be awarded an overall award, an award in any of the nine categories of excellence, or an award for a combination of categories. The award is valid for a period of five years.

- 1988 The Colorado College, Small Campus Category
 Brigham Young University, Large Campus International Winner
- 1989 The Colorado College, Small Campus Category
 University of Colorado, Large Campus Category
- 1990 New Mexico Military Institute, Small Campus Category
 University of Utah, Large Campus Category
- 1991 South Mountain Community College, Small Campus Category
 Northern Arizona University, Large Campus Category

THE EFFECTIVE and INNOVATIVE PRACTICES AWARD

APPA's Effective and Innovative Practices Award recognizes programs and processes that enhance service delivery, lower costs, increase productivity, improve customer service, generate revenue, or otherwise benefit the educational institution. Entries can describe either of an existing program or process.

No RMA Winners.

MERITORIOUS SERVICE AWARD

The Meritorious Service Award was instituted in 1958 and is APPA's highest award for individual service. It is presented to APPA members in recognition of their outstanding contribution to their institution, their profession/ and the association. The award is presented at APPA's Annual Meeting. The following regional members have received the Meritorious Service Award:

1958	Sam Brewster
1961	M.F. Fifield
1968	L. Terry Suber
1969	Robert L. Houston
1970	Richard A. Kendrick
1973	Gene B. Cross
1973	Gerald P. Hawk
1974	Martin F. Whalen
1975	Philip G. Rector
1979	Harold J. Anderson
1984	H. Val Peterson
1989	William A. Daigneau
1989	William S. Mutch
1991	Donald L. Mackel
1992	Douglas K. Christensen
1993	Pieter van der Have
1996	Gary Reynolds
1997	George F. Krell

THE PACESETTER AWARD

The Pacesetter Award is the newest addition to APPA's awards profile. This award is designed to encourage further participation in APPA among those who have already made significant contributions at their region or chapter.

1999	Robert Lashaway
2000	David Cain
	V. Randall Turpin
2001	L. Wayne White
2002	Mary Vosevich

PRESIDENT'S AWARD

The President's Award was initiated in 1986 and is given to individual APPA members who have demonstrated exceptional achievement in facilities management and who have made outstanding contributions to the Association. The award is given at the discretion of the current APPA President. RMA members receiving this award include:

- 1994 Gary Reynolds
- 1996 Pieter van der Have
- 1997 Douglas K. Christensen
- 2000 David Cain
- 2000 Group Award to the Professional Leadership Center Advisory Council.
RMA Members on the Council included Doug Christensen and Pieter van
der Have.
- 2002 David Cain

THE REX DILLOW AWARD FOR OUTSTANDING ARTICLE in Facilities Manager Magazine

The Rex Dillow Award was initiated in 1987 and is presented to the author of the best article published in Facilities Manager magazine during the previous calendar year. Recipients are selected by the Information Services Committee and was awarded to the following RMA members:

- 1987 Douglas K. Christensen
- 1989 William S. Mutch

THE H. VAL PETERSON AWARD

The H. Val Peterson Award recognizes the person who has contributed the most to the development, stability, and furtherance of the RMA newsletter and toward effective communication throughout the RMA membership newsletter. This award was initially known as the Authorship Award, but was renamed in honor of the first recipient, H. Val Peterson, for his extraordinary record of newsletter contributions. H. Val Peterson has been noted to be the regions' most prolific humorist and raconteur.

- 1999 H. Val Peterson, Arizona State University
- 2000 Robert Lashaway, Montana State University
- 2001 Frank Fox, University of Wyoming
- 2002 E. Brian Nielson, University of Utah

THE LEE NEWMAN AWARD

The Lee Newman Award recognizes the greatest contributions to the RMA by a Business Partner, as selected by the Board of Directors.

- 1999 NALCO
- 2000 Johnson Controls
- 2001 GLHN Architects and Engineers, Inc.
- 2002 CMS Viron

Appendix D

DIRECTORY OF THE TRIBE

A comprehensive record of all Chiefs, Braves, Princesses, Maidens, Scouts, Traders, Trappers, Hunters, Trackers, Mountain men, and Medicine Men and Women who have been honored with Tribal membership.

A

Richard Adams	"Doc Glock"	Oregon State University
Hyman "Hy" Adier	"Hermana Hy"	University of New Mexico
Brian Anderson	"Boomer"	Utah State University
Harold Anderson	"All American Boy"	Brigham Young University
Lynn E. Anduss	"Straight Arrow"	Colorado State University
Robert G. Arnold	"Laramie Kid"	University of Wyoming
Richard Atteberry	"Carp Keeper"	Adams State College

B

Harold C. Babcock	"Bear Paw"	University of Oregon
Ronald Bartusiak	"Little Scrounger"	College of Sante Fe
John Alien Bergum	"High Line"	Northern Montana College
Jesse Bewley	"Soft Touch"	West Texas State University
Tom Bibby	"Tail Dragger"	Northwest College, Wyoming
C. Douglas Black	"White Foot"	New Mexico State University
Case A. Bonebrake	"Hammer Down"	University of Arizona
John T. Boone	"Daniel"	West Texas State University
Jack Boswell	"On The Fly"	Utah Valley State College
Rose-Marie Bowman	"Wonder Flower"	The University of Montana
Charlie Braswell	"Brassy"	North Carolina State University
Sam F. Brewster	"Pecker-wood"	Brigham Young University
Dave Brixen	"Devilish Dave"	Arizona State University
Lynn Brough	"Brough Rider"	Utah Valley State College
Everett Bruning	"Bison Man"	University of Colorado
Gordon A. Bulat	"Northern Flash"	University of Alberta
Robert M. Butler	"Wylie Coyote"	University of Arizona

C

Charles Cantrell	"Lone Star"	University of Texas-El Paso
Gene Carlson	"Cold Feet"	College of Eastern Utah
Douglas K. Christensen	"Tidy Tepee"	Brigham Young University
Robert Clark	"Calamity"	Utah Valley State College

Herb Collier	“Short Horn”	Univ. of Texas- Medical Branch
Richard Conard	“Corn Flake”	Colorado State University
Claude A. Cowart	“Flame Out”	The Colorado College
Neil H. Cox	“Running Water”	Western State College
Gene B. Cross	“Clean Gene”	University of Utah
James L. Crossey	“Crissey”	The Colorado College
Charles L. Cunningham	“High Flying Falcon”	U.S. Air Force Academy

D

William A. Daigneau	"Silver Tongue"	University of Northern Colorado
James Dain	"Straight Shooter"	Brigham Young University
John R. David	"Pima Pappa"	Pima Community College
Glen R. Davis	"No Name"	University of Denver
Fred A. Day	"Bright As"	New Mexico State University
Fred H. Day	"Chrome Dome"	University of Wyoming
Harry "Hap" L. Dotson	"Happy Hap"	Colorado State University
O. Ray Downing	"First Down"	Texas Tech

E

Hershel Eaton	"No More"	Deer Valley School District
Harry F. Ebert	"Hairy Story"	Rice University
George A. Eckhardt	"Iron Hart"	The Colorado College
John R. Ellingson	"Saguaro"	Arizona State University
John C. Ellis	"Slick"	Colorado State University
Joe Estill	"T-GIF"	Texas A & M University

F

Myron F. Fifield	"Seahorse"	University of New Mexico
Ronald T. Flinn	"Skin"	Michigan State University
Jonathan L. Ford	"Outdoor Jon"	Montana State University
Frank J. Fox	"Wiley"	University of Wyoming
Les French	"Aims Arrow"	Aims Community College/ Colorado State University

G

Fred A. Giles	"Feather Stick"	Northern Arizona University
Robert L. Greenwold	"Gear Creek"	Colorado School of Mines
Paul Gunderson	"Troublesome"	Salt Lake Community College

H

A.J. Hall	"Tall Hall"	Adams State College
Gerald P. Hawk	"High Flyer"	Eastern New Mexico University
Eldon Hewichsen	"Puddle Walker"	Brigham Young University
Clyde B. Hill	"Shooting Waters"	University of Florida
Stan Hobbs	"No Wampum"	University of Wyoming
Robert L. Houston	"Little Eagle"	University of Arizona
George Huff	"Slick Water"	New Mexico State University
Jack Hug	"No Rug"	University of California-San Diego
Layton R. Hunter	"Tampa Rope Smoker"	New Mexico Western University

I

J

Dorsey Jacobs	"Short Quiver"	West Virginia University
Mike Jancic	"Jazzy"	University of Colorado
John Jaramillo	"Jalapeno"	New Mexico State University
Charlie Jenkins	"Lil Bogie"	St. Mary's University
C.B. Jensen	"Crisco Kid"	University of Wyoming

K

Jim Kelley	"No Worm"	Auraria Higher Education Center
Richard A. Kendrick	"Running Bare"	Colorado State University
Diane Kerby	"Dawg Patch Di"	Berea College
John Klasna	"Klasy"	Southern Colorado State
Paul T. Knapp	"Looking Glass"	APPA
Philip W. Koehler	"Lua Lai"	University of Hawaii
George Krell	"Ph.D."	University of Wyoming

L

Robert Lashaway	"Deadstick"	Montana State University
Wallace "Spec" Leiper	"Safety Valve"	University of Colorado
Wayne Leroy	"Junkyard Dog"	APPA
H.C. Lott, Jr.	"Hang Chou"	University of Texas - Austin
Loren Ludwig	"Lost Eagle"	Colorado State University

M

Donald L. Mackel	"Sleeping Bear"	University of New Mexico
Rich MacRorie	"Short Circuit"	New Mexico State University
Tom Marken	"Northern Lights"	Auraria Higher Education Center
Cliff Martenson	"Icy Tongue"	University of Calgary

Bill May	"Baldy"	West Texas State University
Robert McGregor	"Baby Bear"	Pueblo Community College
William T. McGregor	"Lost Bear"	Colorado State University
William McLaughlin	"Little Scalp"	University of Northern Colorado
R. Wayne McMurtry	"Old Paint"	University of Southern Colorado
E. Lander Medlin	"Lead Foot Lander"	APPA
Rudy Mendez	"Table Top"	Mesa Community College
Sam Messick	"Wrong Paw"	Northern Arizona University
Kevin Moodie	"Kill-A-What"	University of Alberta
Tommy Moss	"Rolling Stone"	Colorado State University
Alien Murdock	"Four Comers"	Ft. Lewis College
James Murphy	"Mumble"	University of Arizona/ Ohio State University
William S. Mutch	"Curly"	University of Calgary

N

Lee Newman	"Falling Water"	Ceramic Cooling Towers
Brian Nielson	"Fjord Lord"	University of Utah

O

P

J.A. "Ted" Parker	"Parka"	The University of Montana
Jim Payne	"Aitch-Too-Ohh"	Diversity Water Technologies
John R. Perez	"Grub Stake"	Colorado School of Mines
Garth Petersen	"Tenderfoot"	University of Utah
H. Val Peterson	"Pistol Pete"	Utah State University/ Arizona State University
John Pickthall	"Miner"	Colorado School of Mines
Polly Pinney	"Squash Blossom"	Arizona State University
Dan Pretzlaff	"Demo Dan"	University of Alberta
David Price	"Irish Missed"	University of Calgary

Q

R

Phillip Rector	"Many Tribes"	University of Arizona/The Colorado College
David Reichert	"Valentino"	University of Northern Colorado
Dean Reynolds	"Buffalo Chip"	University of Colorado

Edward D. Rice	"Wild Water"	Montana State University
Terrance Richmeier	"Friar Nil"	The St. Paul's School
Victor E. Robeson	"Turtle Neck"	University of Arizona
Joseph Rodriguez	"Running Gander"	University of Texas-El Paso
Patrick Romero	"Road Runner"	University of New Mexico
Bill Rose	"Ramblin"	Montana State University
Rick Ruminski	"Misfire"	University of New Mexico

S

Paul R. Sampson	"Cache Grande"	Utah State University
Walter A. Schaw	"Bent Chimney"	APPA
Larry Schuster	"Skin Shin"	University of New Mexico
Forrest "Frosty" Selmer	"Road Rash"	University of Wyoming
C. Bert Sheriff	"Big Star"	University of Texas-El Paso
Ollie Shullenbarger	"Deep Ditch"	Northern Arizona University
Patricia Simmons	"Lil Skunk"	Montana State University
Ted Simon	"Spartan"	Michigan State University
George Sittner	"Krazy Kraut"	Red Rock Community College
Ed Smith	"Two Hat"	University of Southern Colorado
J. McCree Smith	"Rebel Rouser"	North Carolina State
Thomas B. Smith	"Tomahawk"	Ohio State University
Ed "Iver" Sondeno	"Joy Stick"	Montana State University
L. Terry Suber	"Mississippi Smoothy"	Colorado State University
Richard Sudermann	"Little Duck"	Colorado School of Mines
T.G. Swearington	"Bad Eagle"	The University of Montana
Lawrence Sweeney	"Lariat Larry"	University of California-Los Angeles

T

Paul Tabolt	"Buff Muff"	University of Colorado
George R. Taylor	"Rut Runner"	Utah State University
Duane Timmerman	"Tiny Tim"	University of Wyoming
John B. Trimble	"Nimble"	University of Arizona
Fred Turner	"Tall Mountain"	Montana State University
Jeff Turner	"Whispering Waters"	Casper Community College
V. Randall Turpin	"No Name" a.k.a. "Redskin Randy"	University of Utah

U

V

Pieter J. van der Have	"Windmill"	University of Utah
Albert Velasco	"Cochise"	Cochise College

W

Harold M. Wadsworth	"Honest Injun"	Utah State University
Robert G. Walter	"Clearwater"	Eastern Montana College
John Watson	"Jose Cuervo"	University of Calgary
Duncan Watt	"Prairie Dog"	University of Regina
Martin F. Whalen	"Moose"	Montana State University/New Mexico State University
Kenneth D. White	"Arapaho Blanco"	Arapaho Community College
L. Wayne White	"Know Snow"	Utah State University
William M. Whitman	"Big Wind"	Iowa State University
Floyd B. Williams, Jr.	"El Zorro"	University of New Mexico
Mahlon J. Williamson	"Graying Eagle"	University of New Mexico
Dean Wolf	"Howling"	Auraria Higher Education Center

X

Y

Z

TRIBE SELECTION CRITERIA

The TRIBE is an unofficial existing fraternal group of the Rocky Mountain Association of Physical Plant Administrators. Members are committed to advancing the goals of the Association, and in addition are to promote hospitality, communication and comradeship with their Tribal brethren.

Membership into the TRIBE is considered an honor and is acknowledged for those who have excelled in their profession and contributed their talents to this association. TRIBE members are selected by their peers to include only those individuals who have shown dedication and active support for their fellow associates and the aim and objectives of RMAPPA.

Basic criteria for selection of Regular Tribal members includes the following:

1. Has been a member of RMAPPA for five (5) years and/or attendance at three (3) RMAPPA annual meetings.
2. Has shown significant contributions to RMAPPA in the form of service, support of programs, and assistance to fellow members, etc.
3. Demonstrated an interest in the TRIBE and a desire to develop comradeship, hospitality, and communications with its members.

Basic criteria for selection of Honorary Tribal members include the following:

1. Honorary membership is open to individuals who are not members of RMAPPA.
2. Individuals must be an officer in APPA of one of APPA's regional associations who has made a significant contribution to RMAPPA and its programs.
3. The candidate must be present at the RMAPPA regional meeting to take part in the required initiation ceremony to become a Tribal member.
4. Candidates for membership in the TRIBE shall be selected without regard to race, religion, or gender. Equal opportunity will be allowed all nominations.
5. An initiation ceremony shall be conducted in a selected location during which all Tribal members, initiates, spouses or companions shall be invited to attend. Non-Tribal members will not be invited.
6. All members, once inducted into the Tribe, will remain a Tribal member regardless of any changes in profession, location or status of their carriers. They must, however, maintain a current address and phone number, both business and personal, on file with the Chief Scribe of the TRIBE at all times.
7. Tribal Leaders shall have the authority to modify these guidelines for special cases, but shall not modify the intent, or general purposes of the TRIBE as it has and now exists.

We hope that the above information will be a benefit to all members and clarify any questions that existed regarding the TRIBE. It is our desire to promote the efforts of RMAPPA and to further the comradeship of RMAPPA through this crazy group called the TRIBE.

Submitted by:
Richard Sudermann
(Little Duck)
Secretary/Treasurer
June 13, 1985

Appendix E

BYLAWS
of
The Rocky Mountain Association
of
Higher Education Facilities Officers

Organized: February 1953
Incorporated: February 1977

As Amended September 2002

ARTICLE I – NAME

The official name of this organization shall be: The Rocky Mountain Association of Higher Education Facilities Officers, hereinafter referred to as the Rocky Mountain Association (RMA).

ARTICLE II – PURPOSE

1. The purpose of RMA is to promote interest in the planning, construction, care, operation, functionality, and extended useful life of facilities used by universities, colleges and all other institutions of higher education within the region; to promote professional standards among those engaged in this work; to aid and supplement the work of APPA: The Association of Higher Education Facilities Officers; and to engage in such activities as may be needed to fulfill the purposes and objectives of RMA.
2. RMA is organized and operated exclusively for charitable and educational purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986 (or the corresponding provisions of any future United States Internal Revenue Law). No part of the net earnings of the organization shall inure to the benefit of, or be distributed to its directors, officers, other private individuals, or organizations organized and operated for profit (except that the organization shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes stated above). No part of the activities of the organization shall be the carrying on of propaganda or otherwise attempting to influence legislation, or the publishing or distributing of statements for any political campaign on behalf of, or in opposition to, any candidate for public office. Notwithstanding any other

provision herein, the organization shall not carry on any activities not permitted to be carried on:

(a) By an organization exempt from federal Income tax under Section 501(c)(3) of the Internal Revenue Code of 1986 (or the corresponding provisions of any future United States Internal Revenue Law), or applicable Canadian laws and regulations.

(b) By an organization, contributions to which are deductible under section 170(c)(2) of the Internal Revenue Code of 1986 (or the corresponding provisions of any future United States Internal Revenue Law), or applicable Canadian laws or regulations.

ARTICLE III – MEMBERSHIP

1. Classification for Membership – Membership in RMA shall be open to universities and colleges, or institutions of higher education, and all branches of such institutions, who have a separate and distinct physical plant, buildings and grounds, or facilities organization in the following states: Arizona, Colorado, Montana, New Mexico, Utah, and Wyoming, the provinces of Alberta and Saskatchewan, and the Northwest Territory of Canada. Other qualifying applicants may also be accepted at the discretion of the Board of Directors. This clause does not apply to institutions already affiliated with RMA.
2. Eligibility for Membership – Applicants from institutions of higher education, who can meet the following criteria, will be eligible for membership in RMA.
 - (a) The institution must require at least two (2) years of academic credit for graduation and must have the authority to award degrees.
 - (b) The institution must be constituted with a governing board and must offer a minimum two-year academic curriculum identified with higher education.
 - (c) The institution must be accredited, or be in the process of being accredited, by one or more nationally recognized accrediting agencies.
 - (d) Academic credits granted by the institution must be acceptable toward the earning of a baccalaureate or higher degree into institutions which require four or more years of academic credit for graduation and which have been legally granted the authority to award such degrees.
 - (e) The institution must operate an independent physical plant, buildings, and grounds, or facilities department or division on campus.

- (f) The institution must have an individual on its staff that is in direct charge of its physical facilities.
 - (g) Eligibility for membership in RMA shall also be accorded to a university or college system which employs a physical facilities administrator who supervises other physical facility administrators in charge of physical facility work at other institutions operating under the university or college system, provided that each of the institutions in the system can qualify under the criteria enumerated in Article III herein.
3. Institutional Membership – Each member institution is entitled to an unlimited number of regular members. One regular member must be the principal administrator in charge at the physical plant, buildings and grounds, or facilities operation. Each institution shall be entitled to one (1) vote regardless of the number of regular members it may have in RMA.
 4. Affiliate Member – Affiliate members shall be engaged in work closely associated with physical facilities administration and who have an interest in the purposes and activities of RMA. Affiliate members will receive the RMA publications and may attend regular meetings. Affiliate member will not be eligible to vote or hold office in RMA.
 5. Emeritus Members – Any regular or affiliate member upon retiring from active service after a minimum of ten years membership, upon request to and approval of the Board of Directors of RMA, an emeritus member with the rights and privileges afforded a regular member except the right to hold office or vote for the Institution as a regular member. They will not be required to pay annual dues. Emeritus members of RMA are not automatically emeritus members of APPA but must request this status from APPA and meet the APPA criteria.
 6. Student Chapters – Student chapters shall be established by being sponsored by a RMA institution in good standing. The student chapters need to focus on physical facilities administration and have an interest in the purposes and activities of RMA. The Board of Directors shall evaluate each sponsoring institution's request for a student chapter. The secretary/treasurer shall maintain a mailing address for the student chapter. Each chapter shall designate a chapter representative. The chapter representative will receive all correspondence and publications for the entire student chapter. Student chapter members may attend regular meetings. Student chapters may not have a voting right or hold an elective office in RMA. Student chapters are required to develop their own governing bylaws within a year of acceptance. These bylaws should deal with the relationship between the student chapter, RMA and the sponsoring member institution. The Board of Directors will determine annual dues for the student chapter.
 7. Student-Individual Members – Student-individual members shall be a student at an institution of higher education and who may have an interest in the purposes

and activities of RMA. Student-individual members will receive the RMA publications and may attend regular meetings. Student-individual members will not be eligible to vote or hold an elective office in RMA. The Board of Directors will determine annual dues for the student-individual member.

8. Business partner Members- Business partner memberships may be offered to individuals, organizations, manufacturers, or suppliers of goods and services operating for profit and ascribing to the policies and purposes of the Association and wishing to support the activities of the Association, subject to approval of the Board of Directors. Election to this category of membership shall not be construed as endorsement, actual or implied, by the Association. A business partner membership shall entitle three (3) representatives of the firm to the following:
 - (a) Receive a complete RMA membership list with addresses and telephone numbers.
 - (b) Receive regional newsletter.
 - (c) Attend regular and special meetings of RMA and bring guests (registration payment required) and receive a copy of the published Proceedings of the Annual Meeting.
 - (d) Engage in discussions and presentations during the technical sessions at annual meetings.
 - (e) Shall be entitled to hold committee appointed office, but not entitled to hold any elected office.
 - (f) Do not have voting rights.
9. Honorary Members – Persons not otherwise members or representative of members of RMA who have rendered exceptional and meritorious service in promoting the purposes for which RMA stands or persons of national stature may be appointed to Honorary membership in RMA, without voting or holding office privileges, upon the approval of the Board of Directors. No more than three Honorary members may be appointed in any year.
10. Rights and Privileges – Regular members of RMA are entitled to the following:
 - (a) One (1) copy of the minutes and proceedings of the annual meeting, to be distributed as described in paragraph IV-3(e) herein.
 - (b) Receive copies of publications printed by RMA.
 - (c) Request that certain subjects or questions be discussed at annual meetings.

- (d) Purchase additional copies of the proceedings of the annual meetings, when available at a price to be determined by the Board of Directors.
 - (e) May hold office in RMA.
10. Dues
- (a) Annual Dues – Dues will be assessed as necessary to carry out the purposes of RMA. Dues shall be recommended by the Board of Directors and approved by a majority of the Institutions voting at any regularly scheduled meeting of RMA.
 - (b) Payment Deadline - All dues shall be payable on July 1 of each year and shall be delinquent ninety (90) days after notices are mailed.
 - (c) Registration Fee – A registration fee shall be assessed on each person attending any annual meeting to cover the cost of the meeting.
12. Termination of Membership – A member may be removed from the membership roll of RMA by action of the Board of Directors for:
- (a) Failure to pay annual dues.
 - (b) A change of position whereby the member can no longer qualify under the terms of these bylaws.
13. Reinstatement – Anyone whose membership has been terminated for failure to comply with the provisions of these bylaws may request to be reinstated to membership by action of the Board of Directors.

ARTICLE IV- ADMINISTRATIVE ORGANIZATION

- 1. Officers – The officers of RMA shall be: president, first vice-president, second vice-president, third vice-president, secretary/treasurer, editor of the newsletter, and two (2) delegates to the APPA Board of Directors.
- 2. Election – The new third vice-president, secretary/treasurer and editor of the newsletter shall be elected at the annual meeting to serve to the conclusion of the next annual meeting following their election, except where otherwise provided, or until their successors have been elected.
- 3. President – The president shall:
 - (a) Preside at all meetings.

- (b) Appoint special positions as necessary to accomplish the goals and objectives of the Association with the approval of the Board of Directors.
 - (c) Serve as a member and chairman of the Board of Directors.
 - (d) Be diligent in preparing the proceedings of the annual meeting at which they succeed to the presidency.
 - (e) Distribute the minutes and proceedings of the annual meeting as follows:
 - 1. One (1) free copy to each institution having a regular member in RMA;
 - 2. One (1) free copy to members in attendance at the annual meeting, and;
 - 3. Copies to those members of RMA and APPA wishing to purchase them.
 - (f) Shall serve as junior representative-elect to the APPA Board of Directors.
 - (g) When the term of the office is over, this individual will automatically become the junior representative to the APPA Board of Directors.
4. First Vice-President – The first vice-president shall:
- (a) Become president automatically after serving a term as first vice-president, providing that the individual remains eligible for membership in RMA. The office of president shall be assumed at the close of the annual meeting and shall serve until the close of the next annual meeting.
 - (b) Assume the duties of the president in the absence or incapacity of the president.
 - (c) Handle all physical arrangements for the current annual meeting and advise with the second vice-president on programs of their next succeeding annual meeting.
 - (d) Plan the current annual meeting and prepare a budget for approval by the Board of Directors.
 - (e) Submit to the secretary/treasurer an itemized report of funds needed for the annual meeting.
 - (f) Discuss and counsel with the Board of Directors on arrangements for the annual meeting.

- (g) Working closely with the Secretary/Treasurer and RMA Membership chair, maintain an up-to-date and accurate membership list by Institutions and Members.
5. Second Vice-President – The second vice-president shall:
- (a) Become first vice-president automatically after having served a term as second vice-president. The first vice-president shall be from the institution hosting the next succeeding annual meeting.
 - (b) Serve as program chairman for the next succeeding annual meeting, canvas members for suggestions and help for the program, instruct contributors on form of paper to be presented, and work closely with the first vice-president in hosting their annual meeting.
 - (c) Follow the counsel of the Board of Directors in arranging the program for the next succeeding annual meeting and have its approval before authorizing the preparation of papers.
 - (d) Be responsible for business partner members, making sure we follow policy and procedure and following up on business partner membership each year.
6. Third Vice-President - The third vice-president shall:
- (a) Become second vice-president automatically after having served a term as third vice-president. The second-vice president shall be from the institution hosting a succeeding annual meeting.
 - (b) Serve as program chairman for a succeeding annual meeting, canvas members for suggestions and help for the program, instruct contributors on form of papers to be presented, and work closely with the first vice-president in hosting their annual meeting.
 - (c) Follow the counsel of the Board of Directors in arranging the program for a succeeding annual meeting and have it approved before authorizing the preparation of papers.
 - (d) Be responsible for scholarship processes. Solicit institutions for applications. Promote scholarships at annual meetings. Make sure we follow policy and procedures for scholarships.

7. Newsletter Editor – The editor of the newspaper shall:
 - (a) Be elected by a majority vote of representatives, and be eligible to vote, at each annual meeting. There will be no limitations on the number of years for which an individual may be re-elected.
 - (b) Be responsible for the publication of a newsletter on a quarterly basis.
 - (c) Appoint a member from each state or province to report items that will appear in a newsletter.
 - (d) Annually submit a budget plan to the Board of Directors and arrange through the president or secretary/treasurer for funds to cover the costs of publication and distribution of the newsletter.

8. Secretary/Treasure – The secretary/treasurer shall:
 - (a) Be elected by a majority vote of representatives present, and be eligible to vote at the annual meeting. There will be no limitation on the number of years for which an individual may be re-elected.
 - (b) Collect and dispense funds as approved by the Board of Directors and/or approved by the president and one other member of the Board of Directors in writing.
 - (c) Present at the annual meeting a financial statement for the year ending.
 - (d) Keep the official correspondence file.
 - (e) Keep minutes of all Board of Directors meeting.
 - (f) Maintain an up-to-date and accurate membership list by institutions and members of RMA by fiscal years.
 - (g) Maintain all correspondence for three years at which time the oldest files will be transmitted to the Historian for retention and archiving.

9. National Delegates –The national delegates shall:
 - (a) There shall be two (2) voting delegates to the APPA Board of Directors. The immediate past president of RMA shall assume the office of junior representative to the APPA Board of Directors. Upon completion of the term as junior representative, this individual shall become the senior representative to the APPA Board of Directors.
 - (b) Both delegates shall attend the meetings of the Board of Directors of APPA and shall report to that board the policies and decisions of RMA as

reflected by its members, as well as the policies and decisions reached by the Board of Directors of RMA.

10. Board of Directors – The Board of Directors shall:

- (a) Be composed of the president, first vice-president, second vice-president, third vice-president, newspaper editor, secretary/treasurer, and two (2) national delegates.
- (b) Rule on questions of policy, which arise between Annual Meetings, and act as membership committee.
- (c) Name a replacement for any officer of RMA who for any reasons shall become unable to perform the duties of his office.
- (d) Approve the program, budget, and physical arrangements for the annual meeting.
- (e) Authorize expenditures from the treasury.
- (f) Determine registration fee for all annual meetings.
- (g) Review and award scholarships.
- (h) Approve dates and locations for the annual meetings.
- (i) Approve Annual Election Ballot.
- (j) Promote diversity within RMA.
- (k) Review changes and amendments to the bylaws.
- (l) Bring all important policy matters and changes or amendments to the bylaws to the membership present at annual meetings for consideration and action.
- (m) Appoint all RMA committee members and authorize the President to recommend to the APPA President all regional nominations for the APPA committees.

11. Committees – In addition to all responsibilities previously enumerated, and to facilitate long-range programs of RMA, all committees that will function for longer than one (1) year shall have their members appointed for staggered terms of service. Replacements for those retiring shall be made each year. The termination date for the committee members shall be the day following the close of the annual meeting.

ARTICLE V – MEETINGS

1. Regular Meetings - RMA shall meet annually, or more often, as agreed at the annual meeting. Dates shall be set by the Board of Directors.
2. Quorum – For the transaction of business of RMA at annual meetings, the majority vote of the eligible voting member institutions present at the annual meeting shall stand, except as provided in Article VI. An “eligible voting member institution” is one that meets the criteria of Article III-3.
3. Order of Business – Order of business at annual meetings shall include approval of minutes and secretary/treasurer’s reports, reports from standing and select committees, selection of future meeting sites, election of new officers, and other business as deemed appropriate by the Board of Directors.
4. Board of Directors Meetings – The RMA Board of Directors shall meet at the Annual Meeting and a mid-year meeting to conduct the business of RMA. Meeting dates shall be set by the Board of Directors.

ARTICLE VI – REVISIONS

Any regular member may recommend a change or amendment to these bylaws. Requests for considerations for changes to the bylaws must be submitted in writing to the RMA Board of Directors.

Proposed bylaw amendments or changes must be published in the RMA newsletter, or through other written means of communication (including electronic media) made available to all regular members of RMA, no less than three (3) months before the annual meeting at which a vote is scheduled to be taken.

These bylaws of RMA may be amended/revised by a three-fourth (3/4) affirmative vote of eligible voting member institutions present and voting at any annual meeting of RMA. Revised date must be stated at the beginning of the bylaws.

NOTE: These bylaws have been revised as per changes approved at the annual meetings held:

September 12, 1987, in Estes Park, Colorado;
September 29, 1992, in Sundance, Utah;
September 21, 1993, in Edmonton, Alberta;
September 26, 1994, in Boulder, Colorado;
September 18, 1997, in Jackson, Wyoming;
September 17, 1998, in Prescott, Arizona;
October 8, 1999, in Albuquerque, New Mexico.
September 16, 2002, in Banff, Alberta, Canada

Appendix F



The Association of **Higher Education Facilities Officers**

APPA's Vision Statement:

"To become a Global Partner in Learning."

APPA's Mission Statement

"To support educational excellence with quality leadership and professional management through education, research, and recognition."

Principles & Values:

Integrity, Honesty, Respect, Fairness, Patience, Nurturance, Encouragement, Growth & Development, Service, Quality, Collaboration.

DESIRED OUTCOME # 1: "COMPETENCY" - The organization will consist of competent, educated, ethical professionals.

GOAL 1.1: To create, expand, refine, and transfer the body of knowledge of facilities management and leadership.

GOAL 1.2: To provide broad access of educational and research opportunities for members.

GOAL 1.3: To increase the participation in and value of APPA programs and services to APPA stakeholders.

GOAL 1.4: To fully recognize the accomplishments and achievements of APPA stakeholders.

DESIRED OUTCOME # 2:" COLLABORATIVE RELATIONSHIPS"- The organization will engage in symbiotic and collaborative relationships and partnerships. The organization is inclusive and accessible serving facilities professionals, their institutions, and related communities.

GOAL 2.1: To increase meaningful participation and involvement by our diverse stakeholders (e.g., general membership, regional leadership, business partners, higher education community, other associations & governmental agencies).

GOAL 2.2: To ensure that member, staff, regions, and state/local chapters' expectations are in alignment.

DESIRED OUTCOME # 3:"CREDIBILITY"- The facilities professional will provide meaningful input and value in the decision processes of the institution. APPA will be the authoritative and influential advocate of the facilities profession within the educational community.

GOAL 3.1: To increase the awareness of the facilities profession with senior institutional officers.

GOAL 3.2: To anticipate and adapt to changing conditions.

GOAL 3.3: To influence legislation and governmental regulations through relationship building and information.

GOAL 3.4: To ensure responsiveness to the needs of the educational enterprise.

GOAL 3.5: To ensure accountability for and stewardship of all human, capital, and financial resources.

CONCLUSION

The plan at this point reflects the concerns, interests, and needs of APPA stakeholders at a specific moment in time. The plan presented here is a major step toward ensuring that APPA remains flexible and responsive. Therefore, APPA's strategic planning effort can never end. We need the continuing participation of all APPA stakeholders in order to successfully meet our overarching long-term objective: **to make APPA "the Association of Choice."**

For each of the goals, the permanent and standing committees prepare **Annual Action Plans** that capture the education, research, and recognition elements necessary for achieving these goals in order to arrive at the destination or desired outcomes of competency, collaboration, and credibility.

Permanent Committees:

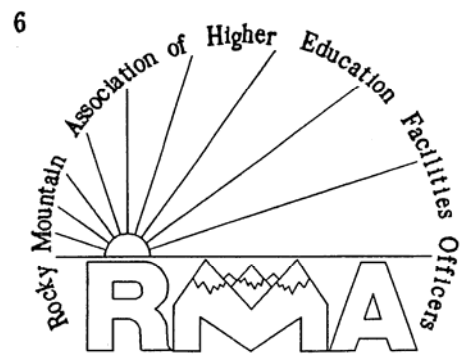
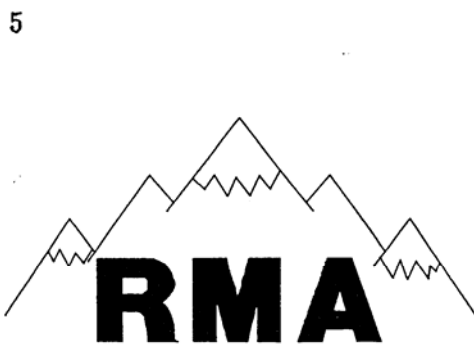
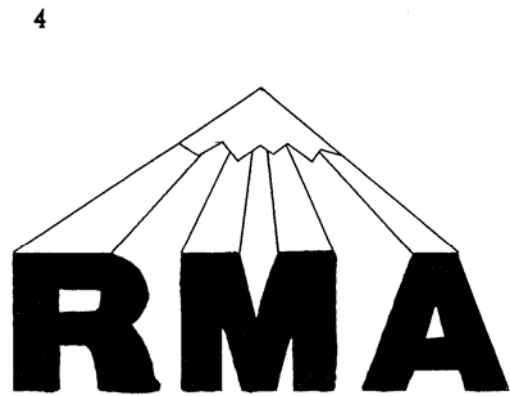
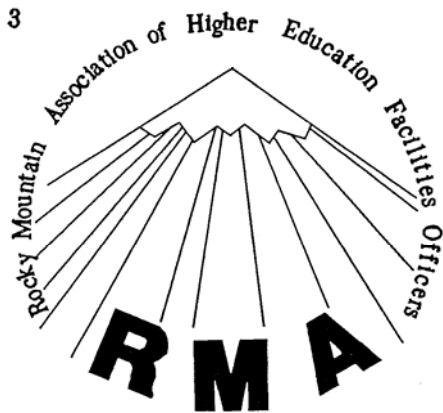
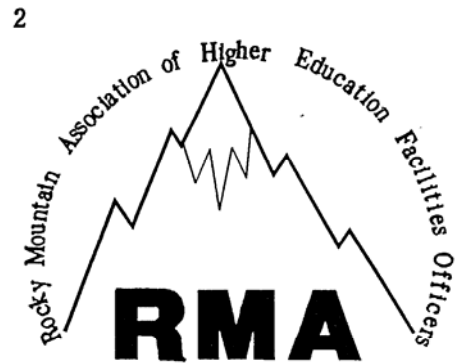
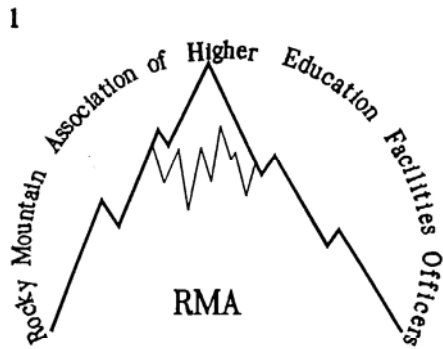
Educational Programs
Information & Research
Professional Affairs
APPA Staff

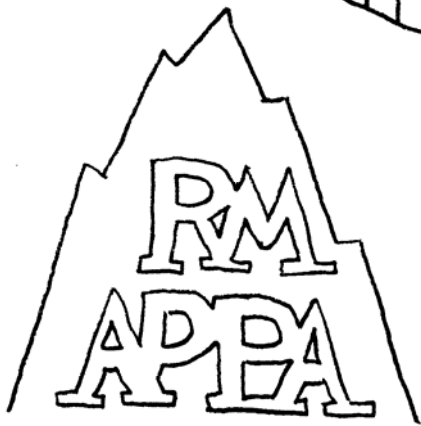
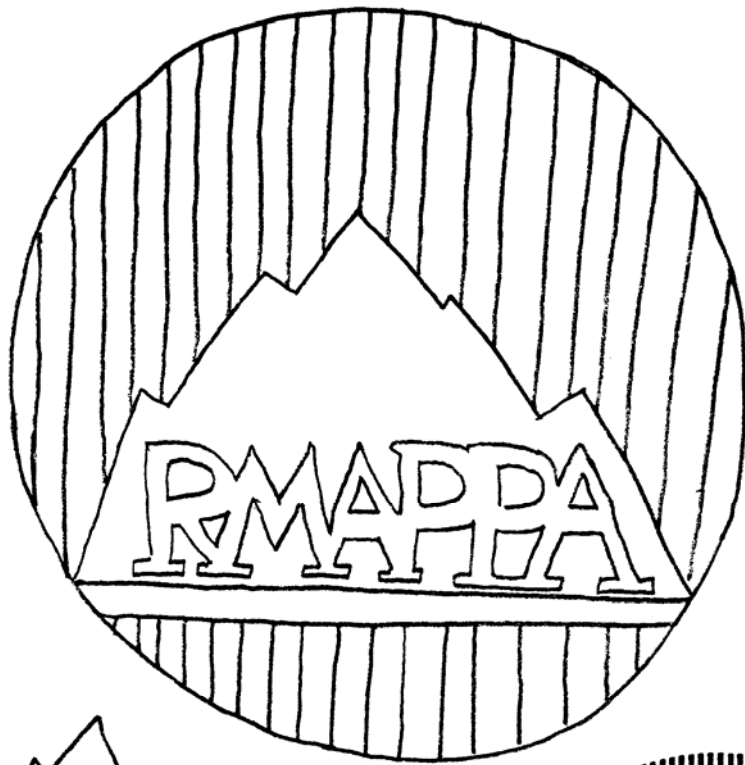
Standing Committees:

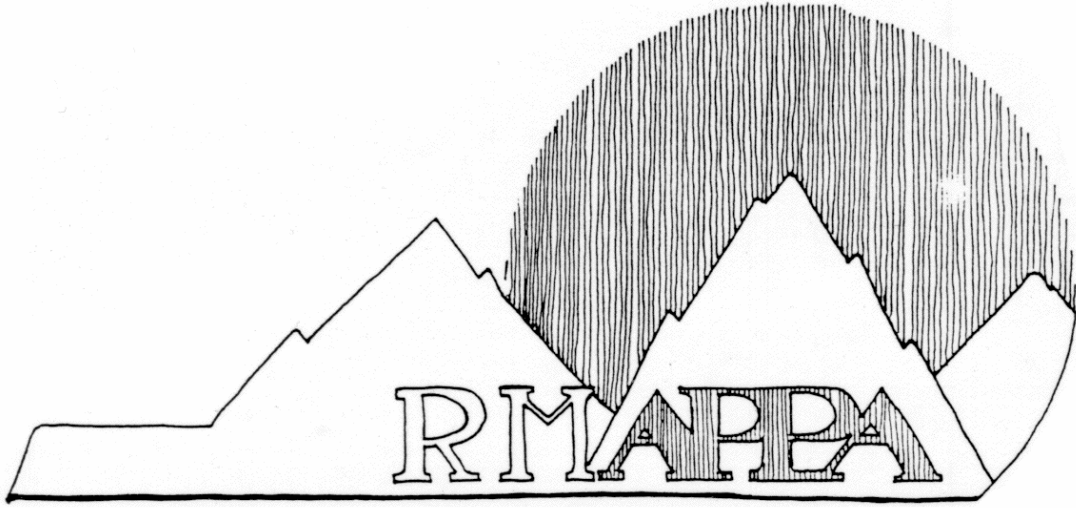
Membership
Awards & Recognition

Appendix G

EMBLEMS, LOGOS AND LAPEL PINS

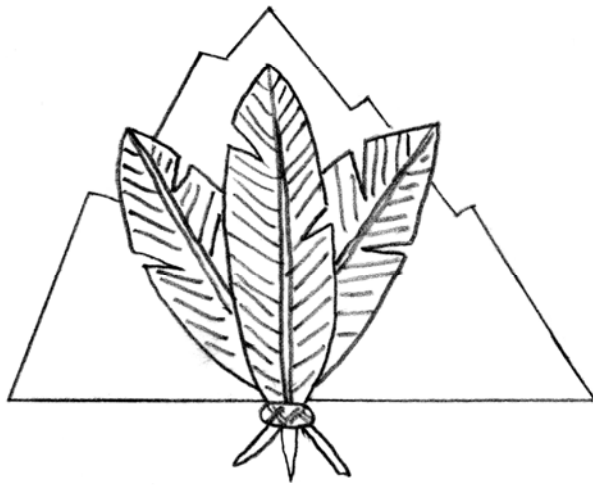
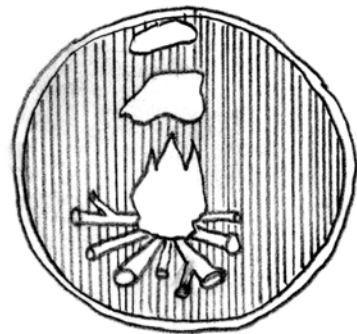
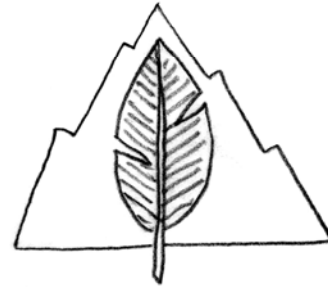


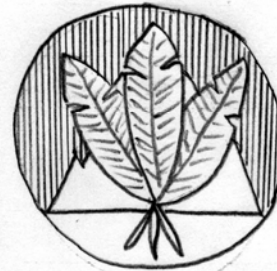
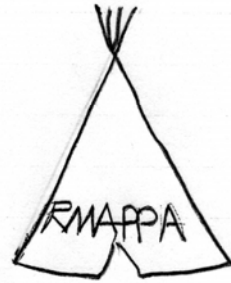




RMA LAPEL PIN
(Actual size $\frac{3}{4}$ -inch diameter)

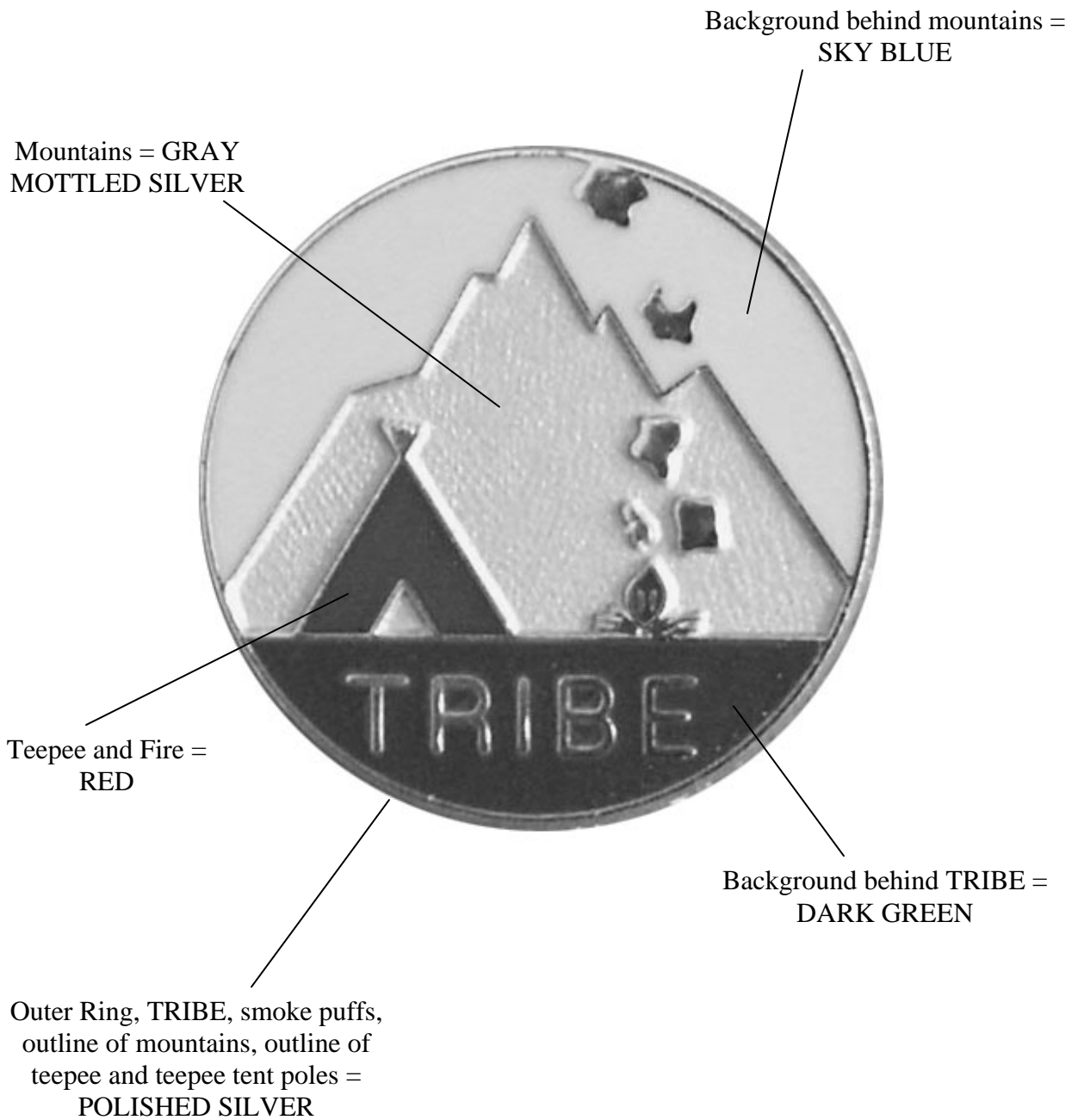






TRIBE LAPEL PIN DESCRIPTION

(Actual size 9/16-inch diameter)



Appendix H



GROUP PHOTO OF ATTENDEES AT THE 1st ANNUAL RMAPPA MEETING

University of New Mexico, Albuquerque, New Mexico

Photo taken in front of Press Box, West Stands, Zimmerman Field at the University of
New Mexico

on February 25, 1953

Reading Left to Right:

Front Row: Hunter, L. R. (N M Western College); Lublin, B. (U of Utah); Grandi, R. C. (N M Western College); Grandjean, L. A. (N M Institute of Mining & Tech.); Armstrong, R.*; Houston, R. (U of Arizona); Kendrick, R. A.*; Lehaney, Jim*; Dunlap, H. E. (U of Utah); Reddish, D.B. (U of Utah).

Second Row: Libby, C. F. (Texas Tech. College); Gosdin, W. M. (Texas Tech. College); Walker, E. D. (Texas Tech. College); Smith, A. A. (Texas Western College); Shoemaker, J. A. (Northern N M Normal); Dotson, H. L. (Colorado A & M); Faustman, F. M*; Castello, J.*

Third Row: Jordan, H. G. (Colorado A & M); Anderson, J. (Albuquerque City Schools); Lind, R. W. (Colorado U); Miller, K. A. (Brigham Young U); Bearce, A.*; Parsons, H. M. (Colorado State College of Education); Gillespie, G.*; Eyman, A. R.*; Coleman, J.*; Fifield, M. F.*

Fourth Row: Hellewell, R. B. (Brigham Young U); Mathiasen, J.*; Grimmett, F. (Brigham Young U); Higbee, Mrs. J. A. (BYU); Higbee, Mr. J. A. (BYU); Woolf, W. L. (Utah U); McCuUoch, S. A.*; Hart, J.*; Gorker, A.*; Lefeber, C.*

Fifth Row: Hepting, H. (Colorado A & M); Stewart, H. M. (Colorado College); Kraft, W. W. (U of Oklahoma); Jensen, C. B. (U of Wyoming); Williams, W. C.*

Sixth Row: Whalen, M. F. (Montana State College); Jeffries, E. L. (N M Highlands); McGregor, W. T. (West Texas State College); Jancic, M. (Colorado School of Mines).

* University of New Mexico staff

Appendix I

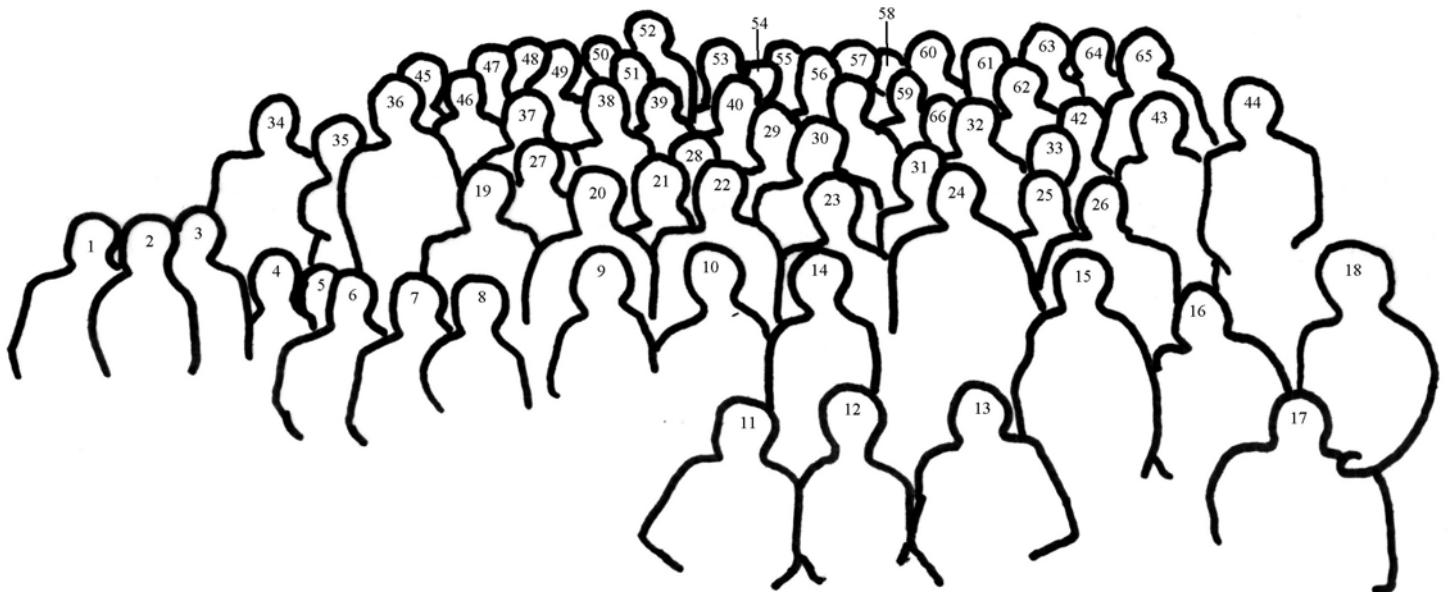


GROUP PHOTO OF ATTENDEES AT THE RMAPPA 25TM ANNUAL MEETING
Held at Colorado College, Colorado Springs, Colorado

Photo taken in front of Bemis Hall on September 27, 1977. Not all individuals in the photograph have been identified, however a complete list of registrants is included. Solicitation is made to identify individuals noted with an asterisk (*) so that they might be identified in future histories. Send information to: John Morris, Colorado State University, Facilities Management, 251 Edison Drive, Fort Collins, CO 80523-6030.

GROUP PHOTO OF ATTENDEES AT THE RMAPP 25th ANNUAL MEETING
 Held at Colorado College, Colorado Springs, Colorado

- | | | |
|------------------------|----------------------|---------------------|
| 1. | 23. Terry Suber | 45. |
| 2. | 24. Richard Rumirski | 46. Ruth McMurtry |
| 3. | 25. | 47. Mrs. Ned Ross |
| 4. John Ellis | 26. Case Bonebrake | 48. Ned Ross |
| 5. Betty Ellis | 27. John Ellingson | 49. Wayne McMurtry |
| 6. | 28. | 50. |
| 7. David Reichert | 29. | 51. |
| 8. Mrs. David Reichert | 30. A.J. Hall | 52. Mike Kinzer |
| 9. Polly Day | 31. | 53. |
| 10. Anita Cross | 32. | 54. |
| 11. Chuck Cunningham | 33. | 55. |
| 12. Jo Cunningham | 34. | 56. |
| 13. Claude Cowart | 35. | 57. |
| 14. June Suber | 36. | 58. |
| 15. Marie Bonebrake | 37. Richard Suderman | 59. |
| 16. John Boone | 38. | 60. Harold Anderson |
| 17. H. Val Peterson | 39. | 61. |
| 18. Marceil Peterson | 40. Loren Ludwig | 62. |
| 19. | 41. J.A. Parker | 63. |
| 20. Fred A. Day | 42. | 64. |
| 21. Ruth Kendrick | 43. | 65. Sam Brewster |
| 22. Gene Cross | 44. | 66. Patrick Romero |



ATTENDEES AT THE RMAPPA 25th ANNUAL MEETING

Anderson, Harold
Arnold, Bob*
Attebury, Dick*
Bartusiak, Bro. Ronald*
Bewley, Mr. and Mrs. Jesse*
Bonebrake, Mr. and Mrs. Case
Boone, John*
Boyd, Mr. and Mrs. Russell*
Brewster, Sam
Brown, Mr. and Mrs. Art*
Bullough, Mr. and Mrs. Dale
Cantrell, Mr. and Mrs. Charles*
Clark, Lawrence*
Coward, Mr. and Mrs. Claude
Cox, Neil*
Cozzens, Ed
Cross, Mr. And Mrs. Gene
Crossey, Mr. And Mrs. Jim*
Cunningham, Mr. And Mrs. Charles
Day, Mr. And Mrs. Fred A.
Day, Fred N.*
Ellingson, John
Ellis, Mr. and Mrs. John
Fenimore, Chuck*
French, Mr. And Mrs. Les*
Hall, A.J.
Hall, "Red"*
Hawk, Gerald*
Kendrick, Ruth
Kinzer, Mike
Leiper, Mr. And Mrs. Wally*
Ludwig, Loren
Markham, Tom*
May, Mr. and Mrs. Bill*
McMurtry, Mr. and Mrs. Wayne
Murdock, Mr. and Mrs. Allen*
Parker, J.A.
Perrine, Mr. and Mrs. Hansel*
Peterson, Mr. and Mrs. H. Val
Rasmussen, Paul*
Reichert, Mr. And Mrs. David
Rhodes, Mr. And Mrs. H. D. "Dusty"*
Romero, Mr. And Mrs. George "Tee"*
Romero, Patrick
Ross, Mr. And Mrs. Ned
Ruminski, Richard
Schillinger, Jerry*
Simon, Mr. And Mrs. Ted*
Suber, Mr. and Mrs. Terry
Sudermann, Mr. and Mrs. Richard
Terris, Ed*
Walter, Robe

Appendix J

GROUP PHOTO OF ATTENDEES AT THE RMAPPA 50th ANNUAL MEETING

Held at The Banff Center, Banff, Alberta, Canada

Co-Hosted by the University of Calgary and The Banff Center

The following photograph was taken in front of Lake Louise, Banff National Park, Alberta, on Tuesday, September 17, 2002. Not all individuals in the photograph have been identified, however a complete list of registrants is included. Solicitation is made to identify individuals noted with an asterisk (*) so that they might be identified in future histories. Send information to: John Morris, Colorado State University, Facilities Management, 251 Edison Drive, Fort Collins, CO 80523-6030. Individuals noted with a pound sign (#) were registered for the meeting but were not included in the group photo. Companions are designated with a "C" and Business Partners are designated with a "B".

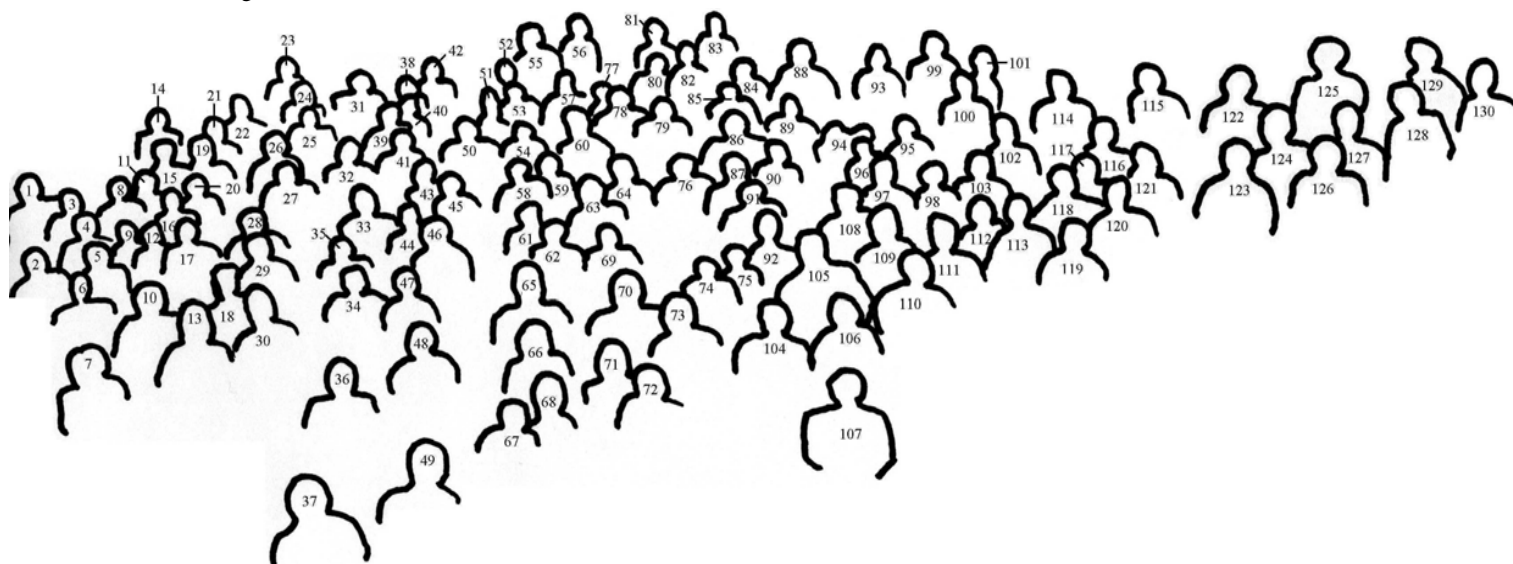


GROUP PHOTO OF ATTENDEES AT THE RMAPPA 50th ANNUAL MEETING

Held at The Banff Center, Banff, Alberta, Canada

Co-Hosted by the University of Calgary and The Banff Center

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|--------------------|------------------------------|--------------------------|----------------------|-----------------------|-------------------------|
| 1. Robert Clark | 23. | 45. Erik Van De Boogaard | 67. Rudy G. Mendez | 89. Charles Anderson | 111. Marcell Peterson |
| 2. Bob McGregor | 24. | 46. | 68. Millie Mendez | 90. | 112. H. Val Peterson |
| 3. Luwana Clark | 25. Darrell Hart | 47. Susan Mages | 69. Kathy Tonnessen | 91. | 113. |
| 4. Curt Jolley | 26. Catherine Hart | 48. | 70. Wayne White | 92. | 114. |
| 5. Karen McGregor | 27. Lorenzo Cotton | 49. William Mutch | 71. | 93. | 115. |
| 6. | 28. | 50. Edward Allen | 72. | 94. Doug Christensen | 116. |
| 7. | 29. | 51. | 73. Linda White | 95. | 117. |
| 8. | 30. Richard Wallace | 52. Jane Bruning | 74. | 96. | 118. David Brixen |
| 9. Diane Jolley | 31. Charles E. Gumeson | 53. John Bruning | 75. | 97. Greg Wiens | 119. |
| 10. | 32. Margaret Hann | 54. Ernie Villalobos | 76. Christi Bohn | 98. Roberta Rose | 120. Terri Brixen |
| 11. Kate Boswell | 33. | 55. Greg West | 77. | 99. Jeff Turner | 121. Sharon Connolly |
| 12. Carolyn Furner | 34. Alfonso Mages | 56. Todd Rodgers | 78. | 100. | 122. Don Mackel |
| 13. | 35. | 57. | 79. | 101. Judy Turner | 123. Jesus R. Hernandez |
| 14. Ron Medlin | 36. | 58. Tommy H. Moss | 80. Cloriza Lomelli | 102. Paul F. Smith | 124. Todd Nicoll |
| 15. Jack Boswell | 37. Brother Ronald Bartusiak | 59. Dianne Nelson | 81. Sharon Hamilton | 103. Jeff Rose | 125. |
| 16. | 38. Lynda Gumeson | 60. Bill Nelson | 82. Fernando Lomelli | 104. E. Lander Medlin | 126. Arnoldo Guerra |
| 17. Blair Furner | 39. Mike Rogers | 61. Maureen Morris | 83. Craig Smith | 105. Robert Andrus | 127. Pam Nicoll |
| 18. | 40. Bro. Terrence Richmeier | 62. Richard Tonnessen | 84. Jill Duke | 106. Mai Eva Andrus | 128. Dennis Scanlon |
| 19. Robert Remund | 41. Philip L. Cox | 63. John P. Morris | 85. Robert Lashaway | 107. Steve Baldick | 129. |
| 20. Joan Remund | 42. | 64. Nancy Hurt | 86. Craig Bohn | 108. Brenda Wiens | 130. Silvio Adamo |
| 21. | 43. Marsha Cox | 65. Ted Cary | 87. | 109. Mark Shively | |
| 22. | 44. Sue Ann Van De Boogaard | 66. Carol Cary | 88. Chad Duke | 110. | |



ATTENDEES AT THE RMAPP 50th ANNUAL MEETING

Alberta

Silvio Adamo
Carlos Angulo – B*
Rafael Arce – B*
Fraser Atkinson – B*
Steve Baldick
Louis Belcourt – B*
Brad Boser – B*
Rene Bourque*
Gordon Bulat*
Lana Bulat – C*
Alan Byrne – B*
Kimberly Castle – B*
Steve Cripps – B*
Angelo Da Silva*
Adrien Daigle*
Steve Dantzer*
Judy Dantzer – C*
Kiran Dave*
Don Dennis*
Sharon Delaney – C*
Arley Elliott – B*
Larry Evans*
Jim Fantuz*
Andrew Farnum – B*
Robert Fernandez – B*
Brad Fowler*
Tom Groves – B*
Deanna Hautz*
Garry Hennan – B*
Geoff Hurly*
Todd Hutton – B*
Kent Jenkins*
Malcolm Johnson*
Angie Klaver*
Brad Knudtson*
Date Knutson – B*
Gordon Marr – B*
Jackie Marr – C*
Ian McKay*
William Mutch
Sylvia Mutch – C*
Wolfgang Neumann*
Theresa Pawelko*

Paul Polson – B*
Todd Rodgers
Mike Rogers
Ron Sautner*
Len Sereda*
Devin Shishowski – B*
Craig Smith
Wayne Stevens*
Bert Stromstedt*
Brian Sullivan*
Collen Sullivan – C*
Keith Toupin*
Fred Trotter*
Al Underhill*
Larry White – B*
Mary White – C*
Greg Wiens
Brenda Wiens – C

Arizona

Edward Allen
John Avalos*
Irene Avalos – C*
David Brixen
Terri Brixen – C
Ted Cary
Carol Cary – C
Bob Chmel – B*
Kim Chmel – C*
Sharon Connolly – B
Lorenzo Cotton
Gregory Gabrilson – B*
Arnoldo Guerra
Jesus R. Hernandez
Cloriza Lomelli – B
Fernando Lomelli – C
Rudy G. Mendez
Millie Mendez – C
Bill Nelson – B
Dianne Nelson – C
H. Val Peterson
Marceil Peterson – C
Polly Pinney
Jeff Rose

Roberta Rose – C
Ward Simpson – B*
Paul F. Smith
Nancy Smith – C*
Ernie Villalobos

British Columbia

Les Tabata*

California

Chris Christofferson*
Robert Colby – B*
Kevin Davis – B*
James Feeley – B*
Nancy Feeley – C*
Dan Johnson*
Bill Schultz – B*
Kevin Van De Berg – B*

Colorado

Ron Bana*
Carl Brandenburg*
John Bruning
Jane Bruning – C
Chuck Cunningham*
Pam Cunningham – C*
George Eckhardt*
Charles E. Gumeson – B
Lynda Gumeson – C
Nancy Hurt
James Kelley*
James Knutson – B*
Jil Knutson – C*
Alfonso Mages
Susan Mages – C
Bob McGregor
Karen McGregor – C
Diane Miller – B*
John P. Morris
Maureen Morris – C
Tommy Moss
Michael G. Murphy*
Jill Murphy – C*
Debra Murphy – C*

Todd Nicoll – B
Pam Nicoll – C
Charles Olson – B*
Louise Olson – C*
Don Plant*
Gary Reynolds*
Sandra Sheahan#
Doug Nagel – C#
Tom Peters – B*
Erik Petersen – B*
Dennis Scanlon – B
Anne Thompson*
Jim Thompson – B*
Richard Tonnessen
Kathy Tonnessen – C
Erik Van De Boogaard
Sue Ann Van De
Boogaard – C
Richard Wallace – B
Will Wise*

Idaho

Charles Anderson

Illinois

Ken Avery – B*
Ken Kilroe – B*
Gerald Martens – B*
Steve Spiwak – B*

Kansas

Brad Boerger – B*

Louisiana

Terrence Richmeier

Manitoba

Patsy Mang – B*

Montana

Eakle Barfield*
Bea Barnes*
Ken Billman*
Hugh Jesse*
Kevin Krebsbach*

Robert Lashaway
Peggy Schalk*
Dave Setera*
Debbie Setera – C*
Edward Sondeno*
Nancy Wetherelt*

New Mexico

Ronald Bartusiak
Rita Butler – C*
Harvey Chace#
Helen Chace – C#
Michael Cooper – B*
Deann Cooper – C*
Richard Lobato*
Donald Mackel
Richard MacRorie*
Barbara MacRorie – C*
Steve Marquez*
Claudia Romero – C*
Richard Ruminski*
Jim Shaffner*
Marie Garcia-Shaffner –
C*
R. Gary Smith*

New York

Philip L. Cox
Marsha Cox – C

Ontario

Donald MacDonald – B*
Scott Patterson – B*

Pennsylvania

Darcy Thayer – B*

Saskatchewan

Doug Barker*
Marty Barker – C*
Chris Eagan*
Jennifer Meneses*
Michael Molaro*

Texas

Reynold Leone – B*
James Payne – B*
Rose Marie Payne – C*
Greg West*

Utah

Robert Andrus
Mai Eva Andrus – C
Robert Askerlund*
Dee Askerlund – C*
Craig Bohn
Christi Bohn – C
Jack Boswell
Kate Boswell – C
Doug Christensen
Robert Clark
Luwana Clark – C
Gene Cross*
Anita Cross – C*
Chad Duke
Jill Duke – C
Blair Furner – B
Carolyn Furner – C
Scott Gutting – B*
Jon Hansen*
Kim Hansen – C*
Darrell Hart
Catherine Hart – C
Curt Jolley
Diane Jolley – C
Frank Leaver – B*
Joan Leaver – C*
Michael Perez*
Robert Remund
Joan Remund – C
David Stauffer*
Sam Stone – B*
J. Michael Stratton*
Connie Stratton – C*
John Walker – B*
Rena Walker – B*
Wayne White
Linda White – C

Virginia

E. Lander Medlin
Ron Medlin – C
Medea Ranck*
Lyle Vander Schaaf – C*

Wisconsin

Jack Grice – B*

Wyoming

Dave Boehm*
Rich Matthews*

Margee Matthews – C*

Mark Shively

Jeff Turner

Judy Turner – C