

A 60 Year Celebration

The History of Rocky Mountain APPA 2003 to 2012

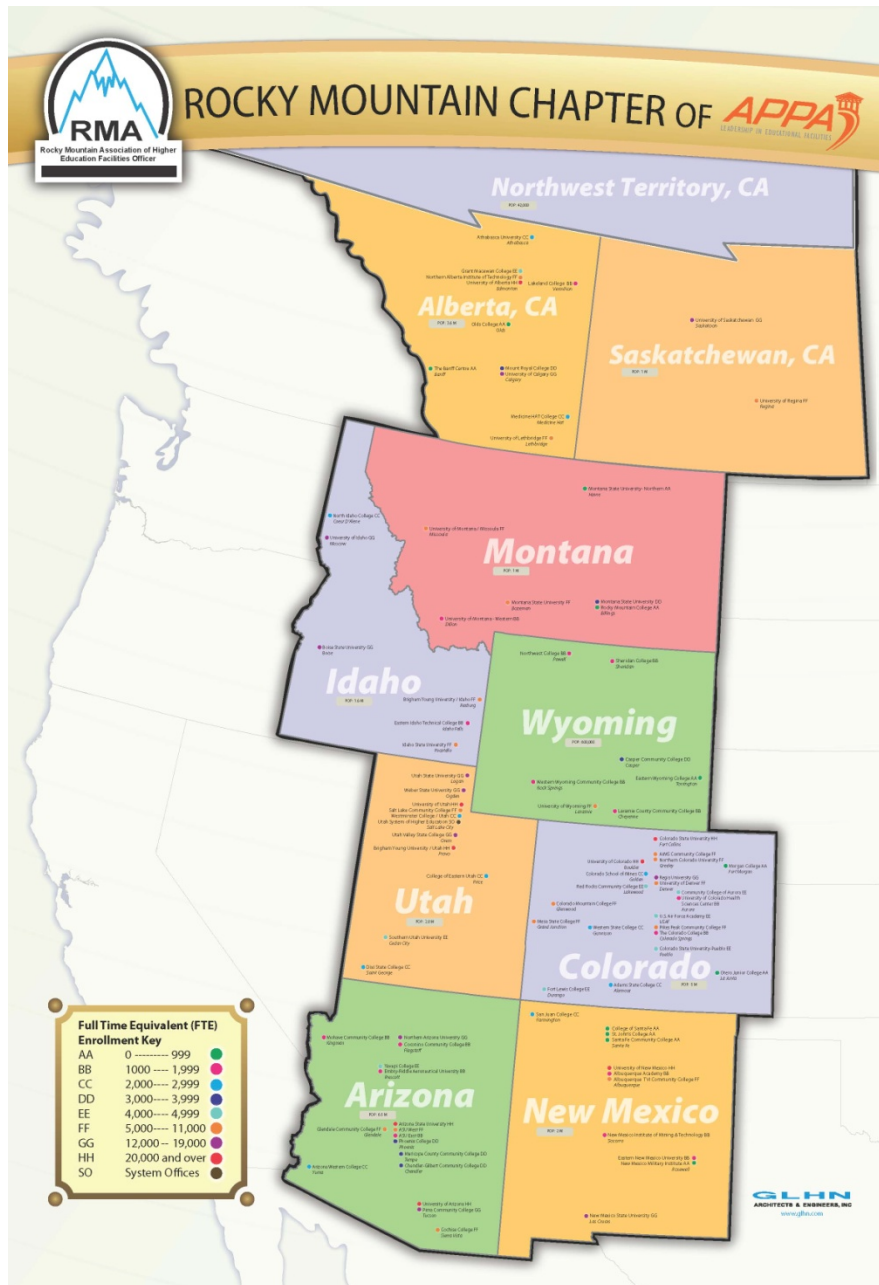


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ACKNOWLEDGMENT

As the current RMA Board Historian, it is my pleasure to share with you *A 60 Year Celebration: The History of Rocky Mountain APPA 2003 to 2012*. This publication celebrates the next decade of RMA and is intended to be a supplement to previous publications by past RMA historians. As I did with *Fifty Years of RMA, A History of the Rocky Mountain Association of Higher Education Facilities Officers*, I feel I must give credit to the previous historians who provided the region with significant contributions. These individuals include M.F. Whalen, Montana State University; H.L. Dotson, Colorado State University; M.F. Fifield, University of New Mexico; Sam Brewster, Brigham Young University; and most recently H. Val Peterson, Arizona State University. M.F. Whalen, H.L. Dotson, and M.F. Fifield co-authored an early historical account of the Rocky Mountain Region titled *The Story of the Twenty Year History of a Unique Fraternity in 1973*. Sam Brewster made a presentation at the RMA 25th Annual Meeting at Colorado College in 1977. The document *Forty-five Years and Going Strong* by H. Val Peterson provided the base on which *Fifty Years of RMA* was able to build.

I also extend my appreciation to Eakle Barfield, Montana State University – Billings, who served as RMA historian prior to my return to this position. Finally, I give my thanks to Ruth McCarty, administrative associate at Northern Arizona University, 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 RMA's history from 2003 through 2012. As I did in the *Fifty Years of RMA*, I feel an explanation is useful to explain the difference between the 60th Annual Meeting and the 60th Anniversary.

The first Annual RMA Meeting was held in February 1953 at Albuquerque, New Mexico, hosted by the University of New Mexico. The **first** anniversary was celebrated at the **second** Annual RMA meeting held February 1954 in Tucson, Arizona, hosted by the University of Arizona. In turn, RMA celebrated its 60th year beginning with the 60th Annual Meeting held in September 2012 at Sheridan, Wyoming, hosted by Casper College and culminating with the 60th Anniversary to be celebrated at the 61st Annual RMA Meeting September 2013 at Colorado Springs, Colorado hosted by the University of Colorado Boulder.

Since there was no "Zero" Annual Meeting, the First Anniversary of RMA did not take place until the Second Annual Meeting. So, there will always be a lag between the anniversary and the corresponding annual meeting. The temptation is to celebrate the anniversary at the annual meeting prior to the anniversary; i.e. the RMA 60th Annual Meeting was in 2012, but the actual 60th Anniversary of RMA will be held in 2013. 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. If you are sufficiently confused at this point, don't feel alone; many others make the same mistake. The best way to think about it is that we get a yearlong celebration starting with our 60th Annual Meeting and ending with our 60th Anniversary.

The 60th Anniversary and celebration will take place at the 61st Annual Meeting held in Colorado Springs, Colorado hosted by the University of Colorado Boulder with the theme "Going for the Gold."



KEY APPA ACTIVITIES



In order to discuss the activities of RMA during the past decade, it is necessary to discuss some of the activities happening with APPA during the same time frame. It is important to acknowledge that RMA is one of six regions within International APPA. APPA was founded in Chicago in 1914 by representatives from fourteen Midwest higher education institutions. Two-year institutions were admitted to membership in 1969. The headquarters was established in Washington, D.C. in June 1972 and moved to Alexandria, Virginia in July 1984. Organized originally as the Association of Superintendents of Buildings and Grounds, the association later became the Association of Physical Plant Administrators of Universities and Colleges. In 1991, the name was changed to The Association of Higher Education Facilities Officers to reflect the growing and increasingly diverse role of facilities administrators and managers. More recently, in 2007, the organization changed its name to reflect the growth of K-12, and other non-higher education institutions within its membership, hence, the name "APPA – Leadership in Educational Facilities."

As APPA shifted from the 7 Key Strategies in 2006, to the Plan of Action in 2010, to a new Strategic Plan in 2011, there are several initiatives and successes worth mentioning. These three strategic plans are included in Appendix F. The following describe some of the most noteworthy successes, especially since they influenced actions or involved significant contributions from RMA members. Additional successes and accomplishments are included with the strategic plans in Appendix F.

Center for Facilities Research (CFaR)

The Center for Facilities Research (CFaR) was established in 2002 by APPA to organize and consolidate research in educational facilities management. The mission of CFaR was to advance the body of knowledge of facilities management through research, discovery, and innovation. The primary audiences for CFaR engagement were intended to be assistant/associate vice presidents for facilities and allied associations, as well as directors, managers, first-level supervisors, and front-line employees involved in facilities issues. Intended audiences also included other administrative areas within the college, university, or school environment such as the business office, information technology, environmental health and safety, state governing bodies, regulatory agencies, foundations, and federal agencies.

RMA members played an active role in the development of the CFaR initiative. The CFaR leadership group in 2003 included several RMA members such as Doug Christensen, Pete van der Have, Gary Reynolds, David Cain, and Harvey Chace.

To date, several RMA members have completed CFaR projects including:

Buildings...The Gifts That Keep on Taking: A Framework for Integrated Decision-Making

Principal Investigators:

Douglas K. Christensen, Brigham Young University

Rod Rose, STRATUS - A Heery Company

Terry W. Ruprecht, University of Illinois, Urbana-Champaign

The Effect of Educational Facilities on Recruitment and Retention of Students

Principal Investigators:

David A. Cain, Carter & Burgess, Inc.

Gary L. Reynolds, The Colorado College

Several other CFaR projects are currently in the works by RMA members including:

The RMA 14ers Club: A Model for Facilities Mentoring

[CFaR027-12]

Principal Investigator:

John P. Morris, Northern Arizona University

Initiating and Sustaining a Culture of Excellence: A Phenomenological Study of the Winners of the Award for Excellence, the Highest Institutional-Level Award Issued by APPA - Leadership in Educational Facilities

[CFaR026-11]

Principal Investigator:

Joseph K. Han, Idaho State University

Implementation of Total Cost of Ownership (TCO) Principles into Higher Education as an Integrated Decision-Making Tool

[CFaR021-09]

Principal Investigator:

Douglas K. Christensen, APPA Fellow and Past APPA President

Supervisor's Toolkit

In 2003, APPA announced efforts to design a new supervisor's training program, now well known as the "Supervisor's Toolkit." Field testing of the training materials began in April and a final review of the program was scheduled for May. A demo of the training was presented at APPA 2003 in Nashville. It was anticipated that the formal program would be a weeklong event coinciding with the Institute in Indian Wells for 25-30 participants. The first RMA Supervisor's Toolkit session was offered in 2004 by Arizona State University and a second Supervisor's Toolkit training session was sponsored by the University of Colorado Boulder in January 2005.

In 2004, APPA began discussions about training trainers (Supervisor's Toolkit Train-the-Trainer certification) in order to allow the regions to sponsor regional Supervisor's Toolkit trainers. RMA in turn had its first regional Supervisor's Toolkit certified trainer in 2006 (Shari Philpott, University of Colorado Boulder).

Facilities Performance Indicators (FPI)

APPA has been in the performance indicator business for nearly 20 years. APPA started this journey with the Comparative Costs and Staffing (CCAS) survey, migrated to the Strategic Assessment Model (SAM) and most recently the Facilities Performance Indicators (FPI) survey. Historically APPA conducted a Strategic Assessment Model survey and a Comparative Costs and Staffing survey on alternate years. The two surveys were seen by APPA members as two disconnected events. In response, APPA's Information and Research Committee developed an annual data collection event that synthesized

the data points from the Strategic Assessment Model with the data points from the Comparative Costs and Staffing survey. As a result, the new web-based modular Facilities Performance Indicator survey debuted in March 2005 and collected data from the fiscal year 2003-04. The web-based FPI survey is now conducted each year. As with many of the other APPA initiatives, members of RMA participated in the development of this revised benchmarking program.

APPA Branding

As part of this initiative, APPA developed and executed a clear branding program, defining the organization's name and tag line along with a new logo and associated graphics. The APPA "swoosh" has recently become a part of the RMA logo, and in 2009 RMA changed its name in the bylaws to Rocky Mountain APPA to be consistent with the APPA branding initiative.



Also, as a part of this initiative, APPA developed and implemented a cutting edge web site to be the "Go To" resource and to ensure brand clarity. Again to be consistent, RMA modified its website to be consistent with the APPA brand, and APPA currently hosts the RMA website.

Engage Young and Emerging Facilities Professionals

As APPA shifted from the 7 Key Strategies from 2006, to the Plan of Action in 2010, to a new Strategic Plan in 2011, there was a common focus on developing programs and initiatives to engage the young facilities professional. Even though there were advancements, APPA leadership recognized that the organization needed to place a greater emphasis on developing future leaders within the facility management profession. APPA leadership and committees worked hard to reach out to students in facilities management degree programs, as well as to new/young facilities professionals already working for an educational institution. APPA now has a website that provides information on how to hire a student intern. APPA vice president for Professional Affairs, David Cain, assembled a new/young facilities professional group, now known as the "Emerging Facilities Professional" subcommittee, to generate a list of ideas that will be shared with the APPA Board, staff, and entire membership. Several RMA members participate on this task force and contribute to this initiative.

This initiative also led RMA to review opportunities to become more active with the student chapters and facilities management degree programs within the region.

Credentialing Program

As part of this initiative, APPA has developed two professional credentials:

- EFP (Educational Facilities Professional) –a knowledge-based certificate program targeted to the young facilities professional.
- CEFP (Certified Educational Facilities Professional) – a full professional certification targeted to the experienced facilities professional based on knowledge, experience, and eligibility that is renewable every three years.

Several RMA members have already received these credentials, and several RMA members are currently active on the Credentialing Board. This initiative will likely involve additional RMA efforts as regional prep course trainers are considered, and many of the recent RMA annual conferences have included training sessions and opportunities to take the exams.

APPA/Regional Relationship Task Force

The APPA/Regional Relationship Task Force is made up of representatives from a variety of areas within the APPA organization and is led by past APPA president Alan Bigger. They have worked diligently to define and identify joint International APPA/regional association goals with regard to mission and roles, program content and delivery, and overall leadership development. Again, several RMA members participated on this task force, ultimately receiving recognition with the APPA President's Award in 2012.

APPA Facilities Drive-in Workshops

This initiative has incredible potential to be a win-win for both APPA and business partners. This program was created to provide the local delivery of professional development and training to educational facilities professionals within a two-hour driving distance to the workshop site. The goal was to reach out to professionals who may not have access to training and professional development opportunities due to operating budget restrictions or similar constraints. It also served to encourage networking and engagement of facility professionals within the APPA organization. RMA has already conducted several drive-in workshops within the region, and the current strategic plan encourages even more.

Engaging Community Colleges

APPA leadership took action by developing several specific initiatives to increase recruitment and engagement of community colleges. In May 2010 the president of each of the APPA six regions were asked to recommend a person to serve in a group of community college "champions." This group will assist APPA in identifying ways to further engage APPA's community college members and prospective members in APPA activities. Since that time, the community college engagement group has been steadily increasing in numbers and has made tremendous strides in developing initiatives to support community college facility professionals. Specifically relating to RMA, a community college state symposium was organized by Bill Ward from Pima Community College and Polly Pinney from Arizona State University in May 2010. The symposium was promoted as a state-wide event at which facilities professionals could receive information on relevant issues and gain valuable networking from those in attendance.

Thought Leaders Series

The APPA Thought Leaders Series began in 2006. This annual program brings together leading experts to examine the most pressing issues facing educational facilities. Since its inception RMA members have been active participants in the program.

Tough Economic Times

Unfortunately, the global economic downturn in 2008 and 2009 had a significant negative impact on APPA's financial situation ending March 31, 2009. Indeed, that year APPA posted an overall deficit of \$510,588 in its operation budget (exclusive of the loss in long-term equity investment). As expected, over half of APPA's reserves were used for this "rainy day" situation. In turn, given stock market conditions and the global economy, APPA's long-term equity investments dipped reflecting a loss of \$120,255 during that fiscal year. Fluctuations in the magnitude of investment returns from year to year were expected. However, given the state of the economy, the APPA Board decided to hold off on the reassessment of its investment policy until the equities market fluctuations stabilized. Once the market stabilized in 2011, APPA exited the long-term equity market. Overall for FY08/09 APPA posted a deficit of \$647,510.

Due to this economic crisis/downturn and the significant, negative impact on APPA's financial situation, the APPA Board and EVP agreed it was prudent to curtail face-to-face meetings, reduce staff size (salaries/fringe benefits), and cut the travel budget appreciably. However, the regional presidents along with their regional board representatives considered the possibility of the regions supporting some of the most important face-to-face meetings. As a result, the regional boards unanimously funded on a one-time-only basis the following activities:

- December Committee Meetings (Professional Affairs, Professional Development, Information & Research, and Membership) – support included travel, lodging, and food/beverage for each regions' committee members to travel to APPA/Alexandria in December 2009. Each region supported their four committee members at \$1,500 per person totaling \$6,000.
- Regional Representatives' Board Travel to APPA – support included travel, lodging, and food/beverage for each region's two board members to travel to APPA/Alexandria in February 2010. Each region supported their two board members at \$1,500 per person totaling \$3,000. (This did not include travel by the "incoming" regional representative to the APPA Board. That cost was an additional \$1,500 and is presently already funded by the regions.)

As a result of lower attendance at the APPA professional development programs, specifically the APPA Institute and the APPA Leadership Academy, the two programs were eventually combined and held at the same time in what we now know as APPA U.

RMA experienced similar impacts to its long-term investments, which have since recovered by 2012.



RMA STRATEGIC PLANS

During the past decade, the RMA Board of Directors held two separate strategic planning sessions. The first took place in 2008 facilitated by Harvey Chace, retired University of New Mexico. This plan was presented to the membership in 2009. The second took place in 2011 facilitated by James Cole, private consultant, who assisted APPA with several of its strategic planning efforts, and was presented to the membership in 2012. These two strategic plans are included in Appendix G. The following describes some of the most noteworthy successes.

As noted in the section titled Key APPA Activities, RMA has been actively involved in helping APPA achieve its strategic goals. In many cases these efforts aligned directly with the RMA strategic objectives. Additional strategic accomplishments are included in the next section which describes RMA Board of Director activities. Some of the RMA strategic accomplishments include:

- Developing Supervisor Toolkit trainers.
- Providing local Supervisor Toolkit sessions.
- Providing local Drive-in Workshops.
- Providing annual conference surveys to ensure the conference content is meeting member's needs and desires.
- Implementing various RMA branding efforts.
- Improving the RMA website.
- Supporting emerging professionals including partnering with the BYU student chapter to provide internships and scholarships to attend RMA and APPA annual conferences.
- Utilizing social media such as Facebook and Shutterfly.
- Promoting credentialing.
- Promoting mentorship programs, such as the RMA 14ers Club.
- Participating in CFaR research efforts.
- Adding a Business Partner Representative to the Board of Directors to assist with identifying and providing the needs and desires of our Business Partners, and to provide clarity to the RMA Business Partner membership.

RMA BOARD OF DIRECTORS

There were several noteworthy changes relating to RMA and its Board of Directors (BOD) during this past decade.

Since its inception in 1953 through 2008, the traditional progression through the top leadership role was to start out as the 3rd Vice President, progressing to the 2nd Vice President, advancing to the 1st Vice President while hosting the RMA annual conference, then President, and then on to the Junior and Senior Representative positions; a six year obligation. In 2005, the BOD began to



seriously discuss decoupling the requirement to host an annual conference from the President progression, with the primary concern that the organization may be missing opportunities for good leaders who may not be able to obligate to a full six-year term and/or individuals from institutions that may not be able to support hosting a conference. In 2006, members accepted a change to the Bylaws and the RMA leadership responsibilities, which removed the host responsibility from the presidency.

As part of the approved restructuring of the BOD, the 2nd and 3rd Vice President positions were eliminated, and critical duties of these positions were moved to appropriate committee chairs. In turn, the 1st Vice President position was changed to the President-elect. In 2009, John P. Morris, University of Colorado Boulder, was the first RMA President to take office under this new structure.

As part of the 2006 BOD restructuring, the Bylaws were also revised and added statements to describe how committee chairs are put into office, and the Professional Affairs and Awards & Recognition committees were combined with co-chairs. At the same time the Annual Meeting Coordinator and associated duties were officially added to the Bylaws, and definition and associated duties were added for an Annual Host Committee. The Annual Host Committee was to be comprised of representative(s) from the current Annual Meeting Host Committee, Year 2 Educational Forum Host Committee, Year 3 Educational Forum Host Committee, representative from the Education Committee, and at least one “at large” representative. Adding the Annual Meeting coordinator to the Bylaws was significant since in 2001 when RMA President Craig Bohn appointed the first Annual Meeting Coordinator (Wayne White, Utah State University) to this position at the Tucson BOD meeting, it was only an appointed position and not an official member of the BOD. Wayne White served in this position until his retirement in 2009, and much of the success with our Business Partners is attributed to Wayne’s role in this position.

The reorganization was probably the most significant change to the BOD and RMA during this decade however there were several other activities and events worthy of mention.

In 2003, the Board discussed a Convention Cancellation Insurance Plan to be included in the budget. The BOD approved it in 2004. This was primarily in response to the impact on attendance at RMA 2001 in Tucson as a result of the World



Trade Center tragedy in September 2001, however it was recognized that there could be many other events that could impact attendance such as severe weather. The RMA BOD also approved an update to the RMA logo. Maureen M. Morris, wife of John P. Morris, University of Colorado Boulder, graciously donated her skills and time as a graphic artist to this effort.

In 2004, the BOD raised the RMA dues from \$20 to \$25. RMA was reincorporated in the state of Colorado, where it remains to this date. The BOD also had initial discussions about inviting Idaho to join RMA, and approved changing the RMA fiscal year from October 1 through September 30 to April 1 through March 31 to be in alignment with APPA's fiscal year.

In 2005, the BOD approved an APPA Affiliate agreement which allowed RMA to be covered as a Subordinate Organization to the Central Organization (APPA) for purposes of establishing group exemption as a non-profit 501(c)(3) organization per the US Internal Revenue Service. RMA then filed its first 990EZ form to the IRS. This same year Idaho State and BYU-Idaho joined RMA. The BOD again approved an increase to the RMA membership dues to \$50. As part of the updates to the Bylaws, members approved a change in the administrative organization to include the Committee Chairs as voting members. Prior to this change the chairs of the Information and Research, Education, Professional Affairs, Awards and Recognition, and Membership committees were non-voting members of the BOD. As noted earlier, this is the year that RMA President Tommy Moss, Colorado State University, first presented the concept of removing host responsibility from the BOD presidency. Also in 2005, the 14ers Club concept was first presented to the membership and the Golden Nugget Award was added to the RMA awards and recognitions.

In 2006, members accepted a change to the Bylaws and the RMA leadership structure, which removed host responsibility from the BOD presidency, and the 14ers Club was officially accepted into the Bylaws. The BOD also discussed raising the Business Partner booth fees. At the time the fee was \$1,250, and an increase was approved for \$2,000 in 2007 for the joint PCAPPA meeting, and then another increase to \$1,500 in 2008.

In 2007, RMA held a joint annual conference with PCAPPA in Albuquerque, New Mexico, hosted by the University of New Mexico. The proceeds from this highly successful conference allowed the BOD to temporarily increase the number of scholarships to the APPA Institute and APPA Leadership Academy. The proceeds also allowed the BOD to approve increased support for the Supervisor Toolkit program.

In 2008, RMA was pleased to have the entire state of Idaho join the region and a change to the Bylaws was approved accordingly. Also during 2008, the BOD revised their strategic plan as noted earlier. The new strategic plan was presented to the membership in 2009.

In 2009, the RMA Treasurer hired a tax accountant to assist with the revised IRS filing requirements. During this year the BOD proposed and the members approved a name change to Rocky Mountain APPA to be more consistent with APPA branding and again revised the logo with the assistance of Maureen M. Morris. Other Bylaw changes included changing the name of the Newsletter Editor to the Communications Coordinator, and the Education Committee was changed to the Professional Development Committee.



In 2010, approved Bylaw changes added the first Business Partner Representative to the BOD (Cloriza Lomeli - GLHN), officially added the Annual Host Committee Chairs as voting members of the BOD, and separated the Secretary and Treasurer duties from a single position to two. During this year, Shawna

Rowley, Weber State University, began RMA's first efforts in the social media arena by creating an RMA Facebook page.

In 2011, the BOD conducted a new strategic planning effort which was presented to the membership in 2012. RMA also hosted a joint annual conference with the Western Canadian Universities Physical Plant Administrators (WCUPPA) in Regina, Saskatchewan, Canada, hosted by the University of Regina. 2011 was also the first year that the RMA BOD hosted a booth at APPA 2011. Historian, Eakle Barfield, started posting RMA photographs on Shutterfly in 2011.



In 2012, the BOD agreed to increase the annual membership dues to \$75. Along with this change, the BOD agreed to begin consideration of an institutional membership as opposed to individual memberships. With individual memberships, numerous individuals were confused as to whether they were RMA members or not. This was most obvious when applying for scholarships and completing applications for the 14ers Club. Many regions within APPA have already converted to an institutional membership where the membership dues are based on a percentage of the APPA membership dues. Progressing to an institutional membership is also part of the APPA Regional Relationship Task Force and helps to promote the concept of "We are APPA." Changes to the Bylaws during 2012 included the addition of an Executive Committee comprised of the President, President-Elect, Junior Representative and Senior Representative. The Bylaws also adopted a Code of Conduct for BOD members. Continuing with its efforts to align with APPA's branding efforts, RMA worked with the APPA office to develop a new logo and lapel pin that incorporates the APPA "swoosh" (shown below). The BOD also felt that this change in the RMA logo was significant enough to pursue new lapel pins for the RMA members (shown below). During 2012, the BOD, working with the RMA Business Partner Representative, reviewed and modified the conference booth fees to encourage more business partner members. The cost to rent a booth is now less expensive for actual dues paying Business Partner members than for exhibitors. Prior to this change there was confusion and little incentive to become an actual RMA Business Partner member.



**Photo on page 11 is of the RMA Board of Directors October 1990; from left to right: Doug Christensen, Pieter van der Have, George Krell, Phil Rector, Richard Sudermann, and Bill Mutch.

**Photo above is the first RMA booth at APPA 2011; from left to right: Darrel Meyer, APPA President, Jeff Butler, John P. Morris, Brian Hadley, and David Grey, APPA President-elect.

RMA REGIONAL OFFICERS

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, and most notably during this past decade Polly Pinney, Arizona State University and Mary Vosevich, University of New Mexico, lead APPA in this prestigious role. It is also worth noting that Mary Vosevich was also the first female RMA president. A listing of the RMA individuals who were APPA presidents is also included in Appendix B.

RMA Regional Officers

- President
- President-elect
- Senior Representative to APPA's Board of Directors
- Junior Representative to APPA's Board of Directors
- Secretary
- Treasurer
- Communications Coordinator
- Historian
- Annual Meeting Coordinator
- Committee Chairs
 - Information and Research
 - Professional Development
 - Professional Affairs
 - Awards & Recognition
 - Membership Committee
- Four (4) Annual Meeting Host Committee Chairs
- Business Partner Representative

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

Rocky Mountain APPA Board of Directors - 2012/2013



President

[Chris Kopach](#)

University of Arizona
Assistant Vice President of Facilities Management
(520) 626-4919



President Elect

[Brian Johnson](#)

University of Idaho
Assistant Vice President, Facilities
(208) 885-6246



Treasurer

[Steve Hoskins](#)

Utah State University
Associate Director of Central Services
(801) 581-3038



Secretary

[Chris Eagan](#)

University of Lethbridge
Executive Director
(403) 329-2604



Communications Coordinator

[Mike Sawyer](#)

Casper College
(307) 268-2492



Senior APPA Representative

[Dave Button](#)

University of Regina
Vice President, Administration
(306) 585-4386



Junior APPA Representative

[Viron Lynch](#)

Weber State University
Systems Support Manager
(801) 626-6683



Awards & Recognition Committee Chair

[Emmet Boyle](#)

University of Regina
Director of Maintenance
(306) 585-4419



Membership Committee Chair

[Lisa Potter](#)

University of Colorado, Boulder
Assistant Director, Facilities Operations
(303) 492-1428



Information & Research Committee Chair

[Lindsay Eva Wagner](#)

Northern Arizona University
Director of Utilities and Infrastructure
(928) 523-5864



Professional Affairs Committee Chair

[Luis Rocha](#)

University of Arizona
Associate Director, Facilities Management
(520) 241-7254



Professional Development Committee Chair

Dave Turnquist

University of Colorado - Denver
Associate Vice Chancellor for Facilities Management
(303) 724-1777



Annual Meeting Coordinator

Shawna Rowley

Weber State University
Budget and Human Resources Specialist
(801) 626-7005



RMA Historian

John P. Morris

Northern Arizona University
Associate Vice President, Facility Services
(928) 523-4227



Business Partner Representative

Cloriza Lomeli

GLHN Architects & Engineers
Assistant Director of Business Development
(520) 881-4546



RMA 2013 Host Committee Chair

Terri Willis

University of Colorado, Boulder
Director, Facilities Management HR
(303) 492-1208



RMA 2014 Host Committee Chair

Billy Hromas, CEFP

University of New Mexico
Manager, Facilities Management
505-277-3398



RMA 2015 Host Committee Chair

Victoria Drummond

Montana State University
Associate University Planner
(406) 994-7914



APPA Representative (Ex-Officio)

E. Lander Medlin

APPA Executive Vice President

RMA ANNUAL REPORTS

APPA requests annual reports from the Regions which are published in the APPA *Facilities Manager*, typically in the January/February edition. In RMA the annual report is provided by the current president. The annual reports for RMA 2003 through RMA 2012 are included in Appendix H.

RMA BYLAWS

As stated in the RMA Bylaws, 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 education within the region; to promote professional standards among those engaged in this work; to aid and supplement the work of APPA; and to engage in such activities as may be needed to fulfill the purposes and objectives of RMA. Although the purpose of RMA has remained fairly constant over the years, many functions and details of the organization continuously change as the organization grows, and as the needs and expectations of its membership evolve. For this reason the RMA BOD constantly reviews the Bylaws to ensure they are up to date and defining the current organization. The Bylaws have been revised as per changes approved at the annual meeting seventeen times since the incorporation in 1977. The current RMA bylaws are included in Appendix E.

MEMBERSHIP

Membership in RMA is open to universities and colleges, or institutions of education, all branches of such institutions, and other educational institutions specifically including K-12 schools, libraries, and museums who have a separate and distinct physical plant, buildings and grounds, or facilities organization in the following states: Arizona, Colorado, Idaho, Montana, New Mexico, Utah, and Wyoming, and the provinces of Alberta, Saskatchewan, and the Northwest Territories of Canada. Qualified institutions from states, provinces, or countries adjoining any of the above are also eligible for membership.

There are several types of memberships offered by RMA including:

- Educational Institution Members
- Institutional Membership – Each member institution is entitled to an unlimited number of regular members. One regular member must be the chief facilities officer responsible for the physical plant, buildings and grounds, or facilities operation.
- Affiliate Members – 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.
- Emeritus Members
- Retired Members
- Student Chapters
- Student-Individual Members
- 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 RMA and wishing to support the activities of RMA.
- Honorary Members

Regular membership within RMA was historically exclusively restricted to employees of colleges and universities until recently. To be consistent with APPA, other types of institutions such as museums, libraries and K-12 schools and school districts have been added over the past decade. All Educational Institution, Affiliate, and Institutional members must also be members of APPA. A more detailed description for each of the various memberships is included within the Bylaws, see Appendix E.

Institutional and Affiliate members may hold office and vote, although each institution is restricted to only one vote regardless of the number of members from that institution. Emeritus, Retired and student members can neither hold office nor vote. Business Partners may hold an RMA appointed office, but do not have voting privileges.

As noted earlier, the BOD is considering adopting institutional memberships as opposed to individual memberships. Currently, Institutional members consist of a primary representative and any number of Associate members, each paying individual dues and holding individual membership. For some time, with individual memberships, numerous individuals are confused as to whether they are RMA members or not. Many regions within APPA have already converted to an institutional membership where the membership dues are based on a percentage of the APPA membership dues. In these cases all employees at the institution are members, thereby eliminating this confusion. Progressing to an institutional membership is also part of the APPA Regional Relationship Task Force goals and helps to promote the concept of “We are APPA.”

RMA Institutional membership has increased over fourfold since its inception in 1953, to its current level of 85 institutions as of September 2012. 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 1 shows the number of institutions and members for the first 60 years (some information was not available). Membership rosters in the RMA archives are scarce until about 1980. Since then records are more consistent. Figure 2 shows the breakdown of the membership by type as of September 2012. Individual membership statistics will become less important if RMA adopts an institutional membership, and the number of member institutions will become more important.

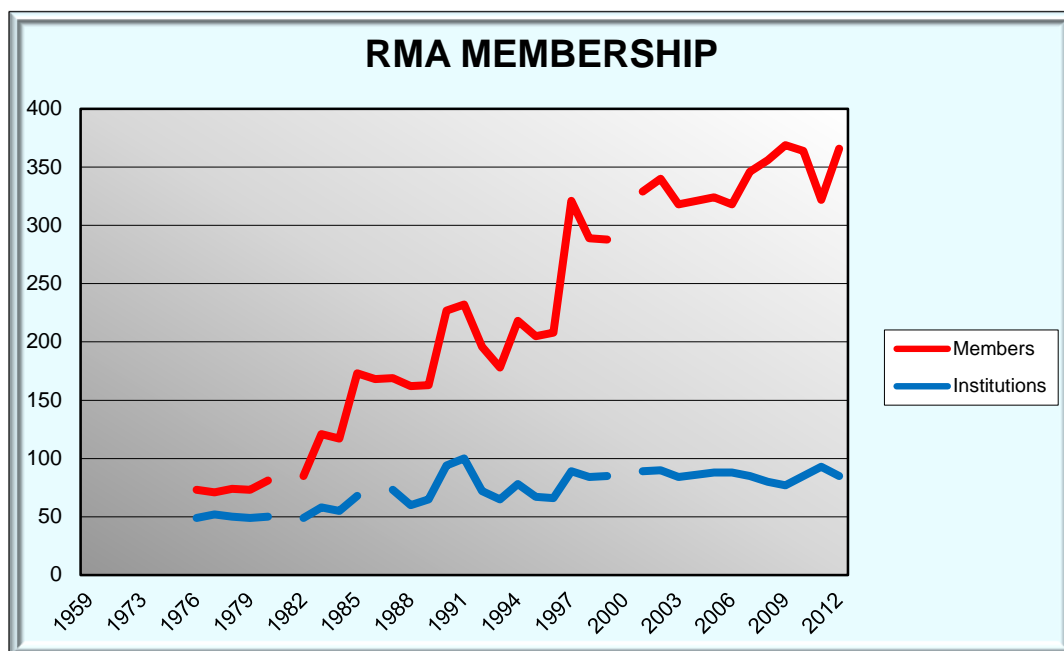


Figure 1

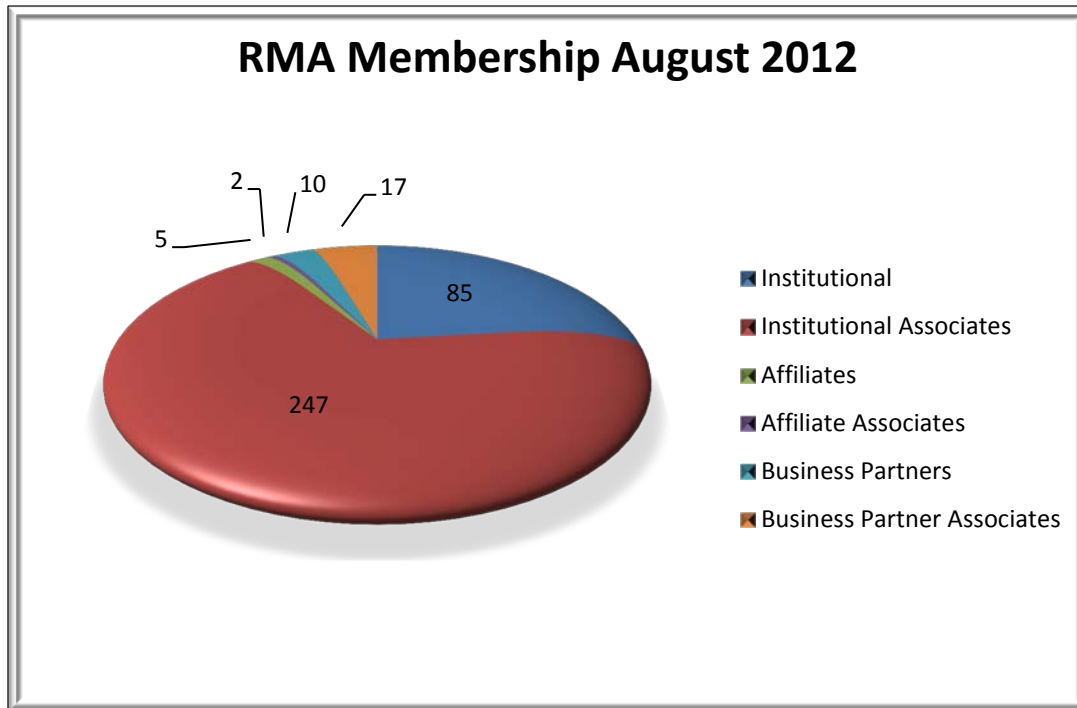


Figure 2

In 2009, Wyoming started the first and to date the only official APPA/RMA chapter. There have been several other informal meetings such as Utah APPA, although this group has never officially been incorporated as an official chapter.



AWARDS AND RECOGNITIONS

APPA and RMA have established a variety of awards and recognitions to celebrate the distinguished work of institutions and individual members. RMA members received recognition in nearly all of the APPA award and recognition categories over the past decade. 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
The Meritorious Service Award
The Pacesetter Award
The Unsung Hero Award
The APPA President's Award
The Rex Dillow Award
The Sustainability Award
The APPA Fellow Award
The Business Partner – Eagle Award

RMA

The RMA President's Award
The H. Val Peterson Award
The Lee Newman Award
The Golden Nugget Awards



Photos are from the APPA 75th Annual Meeting in 1988. They show Doug Christensen, Brigham Young University, and Claude Cowart, The Colorado College, receiving the first Awards for Excellence in Facilities Management for the Rocky Mountain region. BYU won in the Large Campus category; Colorado College in the Small Campus category. The awards were presented by VP for Professional Affairs Phil Rector at the President's Breakfast July 26.

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. By September 2002 the treasury had grown to over \$85,000, and by September 2012, in spite of the economic downturn in 2008, the treasury has grown to over \$120,000, giving RMA a strong financial foundation and the ability to invest in more educational opportunities for its members, see Figure 3. Assets include cash, a Preferred Business Money Market Account, and Certificates of Deposit.

A breakdown of the RMA income sources is shown in Figure 4. Currently, over 50% of the RMA income is generated from membership dues. Prior to the Supervisor Toolkit program, the only other significant source of income came from the proceeds of the annual conferences. The income from the Supervisor Toolkits has helped to provide a more balanced portfolio.

In 1969 annual dues were \$5, increasing to \$10 in 1976, \$15 in 1991 and \$20 in 1997. Dues again increased over the past decade to \$25 in 2004, \$50 in 2005 and most recently to \$75 in 2013. As noted earlier, the BOD is considering a proposal for institutional membership versus individual membership. If this occurs, dues will most likely be a percentage of the APPA annual dues. RMA Boards have admirably controlled the region's expenses by making reasonable and prudent expenditures so annual dues of \$75 is still very affordable and one of the lowest among all of the APPA regions.

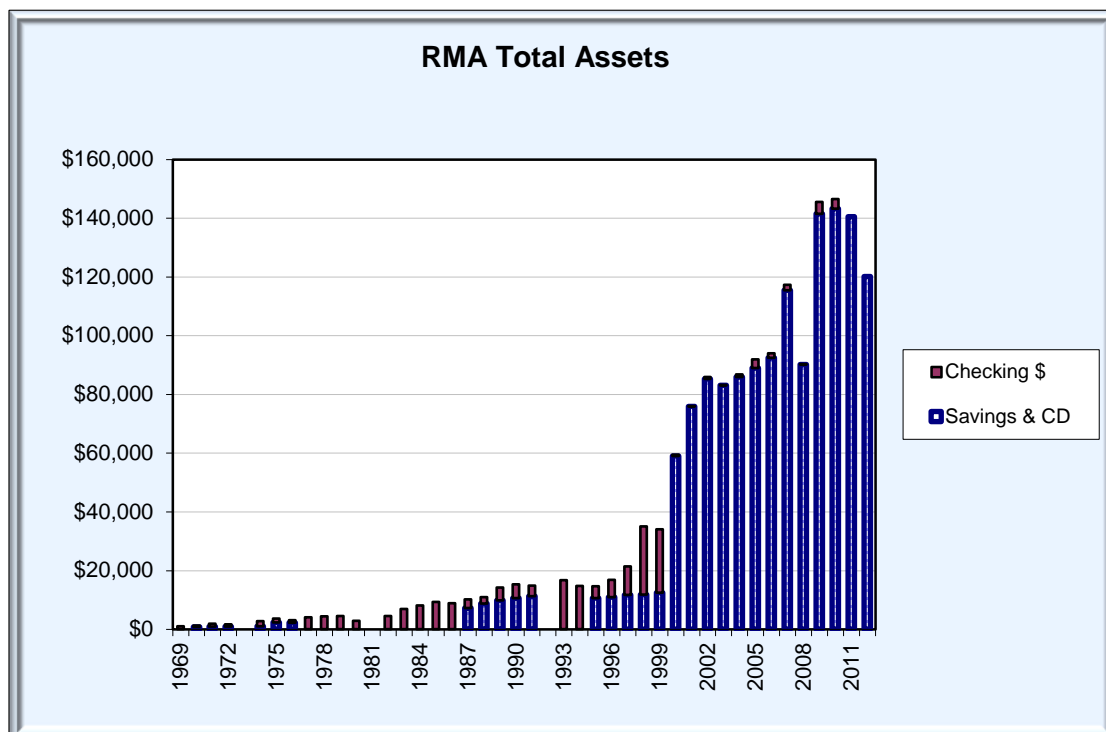


Figure 3

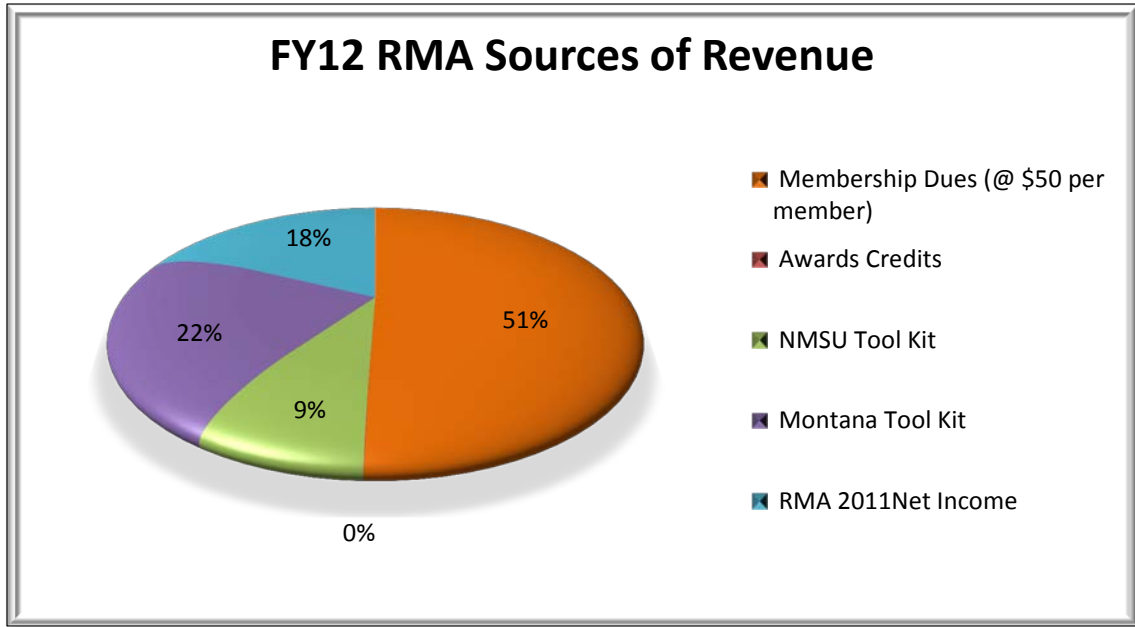


Figure 4

ANNUAL MEETINGS

RMA annual meetings have always been worthwhile events. They are a time to renew old acquaintances, to make new friends, to network with other facility managers, to have informal "how-to-do" discussions, to be updated on new happenings in the profession and to just relax and have a good time. In some cases it is also an opportunity to "cry on each other's shoulders" with the advantage of leaving the annual meeting with a sense of not being in this alone and that many others are struggling through similar issues. 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.

RMA annual meetings 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 population of 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 camaraderie 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 early days of RMA, annual meetings were typically held on the campus of the host institution, and the concept of a business partner with presentation booths was rarely a part of the event. Over time however, the annual meetings became more and more dependent upon the support of the Business Partners. The RMA annual conference provides a perfect setting for RMA members to meet Business Partners and exhibitors to learn about new products, services, and methods. In turn, the relationship with the Business Partners has advanced from a simple business relationship to one of true friendships. Today a typical annual meeting consists of around 40 booths for Business Partners to present their products and services. Sessions are provided throughout the annual meeting in order to provide attendees an opportunity to interact with the Business Partners. To encourage members to visit the various booths, RMA utilizes a "bingo" card concept and just recently has started using "elevator speech quick facts."

The relationship with the Business Partners is so critical that the Host Committee Coordinator position was created in 2001, added to the BOD in 2002 and eventually became a full voting BOD position in 2006.

As the attendance at the annual meeting has steadily increased, and with the addition of the Business Partners and the exhibition hall, the location of the annual meetings has evolved from the campus of the host institution to various resort locations that have the facilities to host the larger events. One of the most unique attributes of the RMA region is the incredible venues available for the annual meetings. The venues range from the majestic Rocky Mountains to the red rock formations of Sedona and Utah to the culture rich New Mexico “Land of Enchantment.” Often RMA members receive friendly ribbing from other regions about the outstanding locations in which we hold our annual event.

In 2009, the RMA BOD decided to add a new program to the annual meeting, specifically a welcome session for RMA annual meeting first time attendees (affectionately referred to as “First Timers”). The program was designed to welcome the first timers, but to also provide them with an overview of APPA and RMA and their offerings. In order for RMA to continue to grow, encouraging first time annual meeting attendance will continue to be a focus.

A typical annual meeting starts with the BOD business meeting, the First Timers presentation, a Welcoming Ceremony, two days of educational sessions, time with the Business Partners, a theme dinner on the second night, an all members business meeting, and a finale involving the Awards Banquet. Of course, a golf outing is a regular event and is always very popular. Member’s companions are welcome and encouraged to attend, so there are always several events provided to entertain them while members attend the educational sessions.

The all-member 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.

One of the most looked forward to events is the hospitality suite sponsored by GLHN. This event has always been a great opportunity to bond with other RMA members, and to relax from often long and stressful days, especially by BOD members. Sometimes the “relaxation” got noisy enough to elicit complaints from non-regional guests at the meeting’s hotel.

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 wear ties and dress shirts. Everyone does, however, dress up for the annual banquet with business attire being the accepted norm.

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 25 years. However, over the next 25 years institutional representation more than doubled, and member attendance increased more than fivefold, see Figure 5, (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. A couple noticeable spikes in attendance occurred since 2001. The first was in 2003, for the 50th

Anniversary meeting in Sedona, Arizona, and again in 2007 for the joint PCAPPA meeting in Albuquerque, New Mexico. Excluding these two outliers, a typical annual meeting has about 220 attendees from between 35 to 45 institutions.

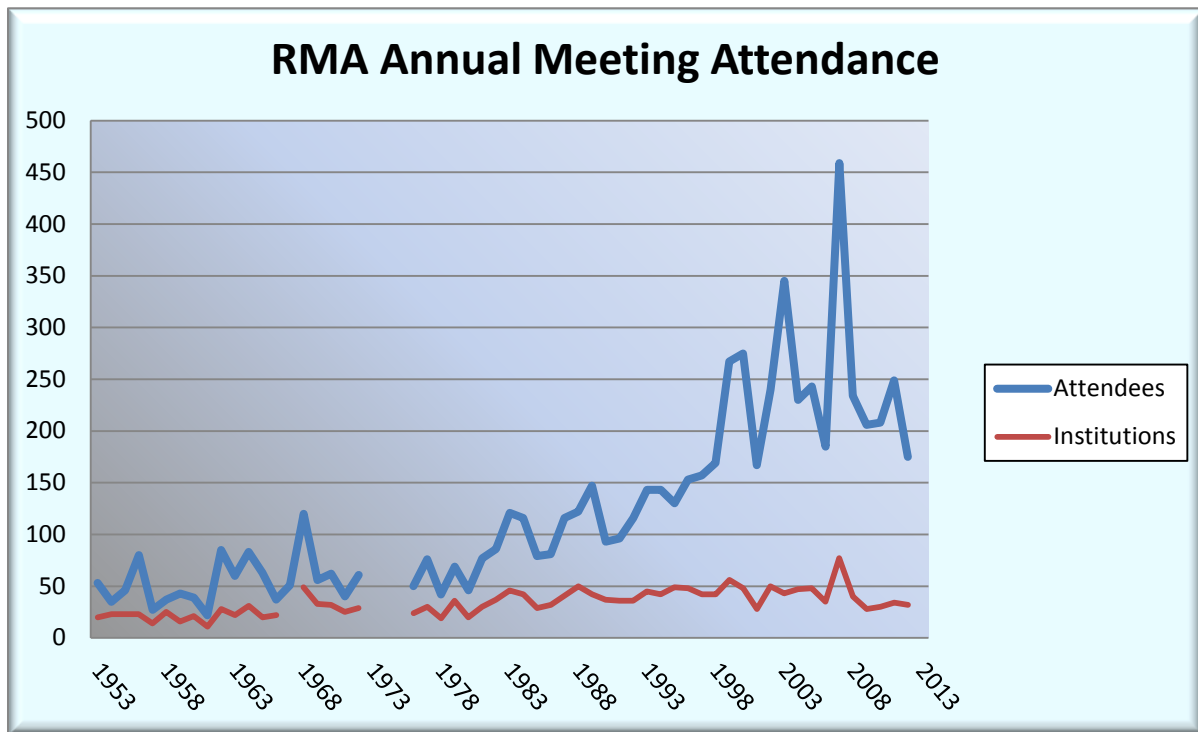


Figure 5

Program notes for RMA annual meetings one (1) through sixty (60) are included in Appendix A. Also included in Appendix A is a Summary of the RMA Host Institutions by State or Province. Lapel pins have been a popular item at the annual meetings and a copy of each annual meeting emblem is also included in Appendix A. Over the past decade the RMA BOD has made a conscious attempt to rotate the annual meeting throughout the region in order to reduce travel costs, allow members from across the region an opportunity to attend, and to promote attendance of employees from institutions that might not typically get an opportunity to attend. Group photos of attendees at the 60th annual meeting (RMA 2012) are included in Appendix I.

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 BOD recommends be included in the annual meeting proceedings.

14ers CLUB



The Rocky Mountains are part of the North American Cordillera, which stretches 3,000 miles from Alaska through western Canada and the United States into northern Mexico. The centerpieces of this dramatic uplift are the 54 peaks over 14,000 feet, or "Fourteeners" as they are affectionately referred to by climbers.

The RMA 14er's Club is loosely based upon the RMA Tribe that was eliminated over a decade ago. The Tribe was more of a fraternity type program, was exclusive and somewhat secretive and therefore was not well publicized. For this reason the program was abandoned. However, there were some portions of this program that had potential, and the 14ers Club was designed to build and expand on the portions of the program that had benefits, primarily recognition and mentoring. The following is a brief description of the program.

Purpose – The purpose of the Fourteeners Club (a.k.a. 14ers Club) is to:

- (a) Provide a recognition program for individuals within RMA who aspire to greater heights.
- (b) Support RMA in its mission to elevate the leadership and influence of facilities professionals.
- (c) Recruit and mentor others to prepare for and fulfill leadership roles at their own institutions, within RMA and within APPA.

Membership – Membership in the 14ers Club is considered an honor and is acknowledged for those who have reached a milestone in their participation with RMA. Membership in the 14ers Club is open to all RMA members who are in good standing and meet the longevity, participation and service requirements. Members of the 14ers Club shall be committed to advancing the goals of RMA, and in addition be committed to the promotion of hospitality, mentorship, communication, and camaraderie within the RMA region.

In 2005 the 14ers Club concept was first presented to the membership, and in 2006 the 14ers Club was officially accepted into the Bylaws. In October 2008 the first charter members were acknowledged at the annual awards banquet. The charter members included:

- John P. Morris, University of Colorado Boulder
- Eakle Barfield, Montana State University - Billings
- Harvey Chace, University of New Mexico
- Tommy H. Moss, Colorado State University
- Wayne White, Utah State University

The first climbing buddy to start her RMA climbing journey was Paula (Marshak) Matz in 2009. Since the beginning of the program, there has been a steady incline in membership. At the end of 2012 there were 51 14er Club members with 34 climbing buddies (See Figure 6). Per the RMA Bylaws, the 14ers Club members elect a Lead Climber who reports to the Junior Representative.

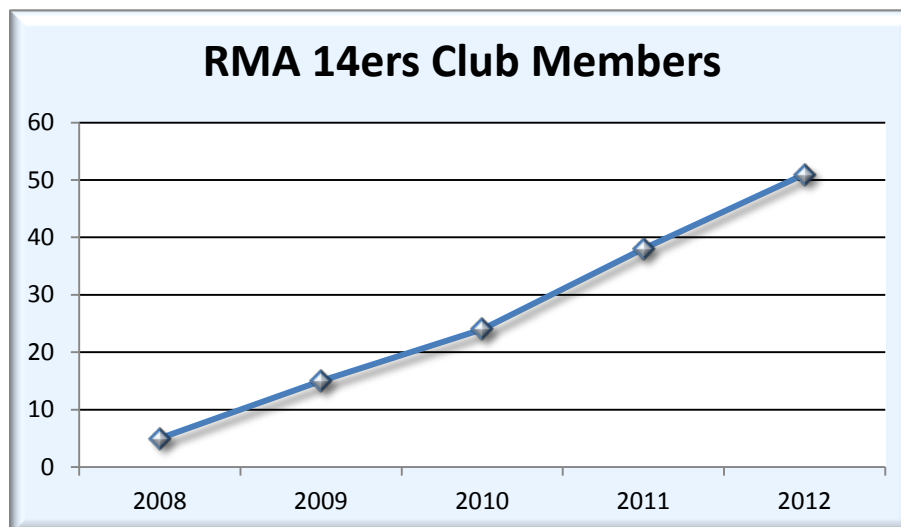


Figure 6

The RMA 14ers Club continues to evolve and improve, and in 2011 the program was opened to include RMA Business Partner members. In addition all interested emeritus members were offered honorary membership. Due to its success and potential application across all of the APPA regions, the APPA Professional Affairs Committee (PAC) was recently charged with promoting similar programs. When John Morris served as the APPA Senior Senior Representative, he encouraged other regions to consider developing similar programs. MAPPA implemented a similar program called the Mentors and Mentees (M&M's) in 2010.

The RMA 14ers Club has the potential to be a successful CFaR project. With endorsement from APPA, support and promotion from PAC and the Membership Committee, encouragement from the regional Senior Representatives, and success stories from programs already in place, recognition and mentoring programs similar to the RMA 14ers Club have the potential to be a tremendous success. When the program is fully functional, there could also be coordinated cross regional mentoring or international level pairings. RMA already has one climbing buddy partnered with Lander Medlin, APPA Executive Vice President.

A directory of all current RMA 14er Club members and their assigned climbing buddies is included in Appendix D. Also included in Appendix D is a full description of the 14ers Club eligibility criteria.

CONCLUSION

All in all it has been an exciting and productive decade for both APPA and RMA. Activities over the past ten years included such things as leadership reorganization, strategic planning, additional training opportunities, active participation in numerous APPA initiatives, the 14ers Club, credentialing, research projects, branding efforts, and some fantastic annual conferences. RMA continues to be strong financially and has a steady membership. Readers are encouraged to visit the RMA website at <http://rma.appa.org/> to stay current on all that RMA has to offer.

Although RMA is one of the smallest APPA regions in terms of institutions, RMA continues to produce great leaders and is often a trend setter for the other regions. I expect that this will only continue into the future. We have plenty to be proud of as we celebrate our 60th Anniversary.

If projections are true, some of you baby boomers may retire before the RMA 70th Anniversary, and if so you will be missed (although there may still be plenty of opportunities for retired and emeritus members to stay involved).

RMA is thriving and the next decade looks to be just as exciting as the past decade. I encourage everyone to stay involved, actively participate in your volunteer organization, learn from others, graciously share what you have learned, and above all enjoy your APPA journey.

Appendix A

ANNUAL MEETINGS

- **Program notes for Annual Meetings**
- **Summary of Host Institutions by State or Province**
- **Recommended items and information to be included in Annual Meeting proceedings**
- **Annual Meeting Pins and Emblems**

Appendix A

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 hilight.
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.
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 Field house; 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.

Annual Meeting	Date	Host Institution and Location	Program Chair/ President	Number of Attendees	Number of Institutions Represented	Program Notes	Extra Curricular Comments
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 & Mulby; Happy Hour at Happy Hap's.
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/RMAPPA 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.
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		
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.

Annual Meeting	Date	Host Institution and Location	Program Chair/ President	Number of Attendees	Number of Institutions Represented	Program Notes	Extra Curricular Comments
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.
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.
30	Nov. 14-17, 1982	New Mexico State Univ. - Las Cruces, New MM (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 Almogordo Branch Campus; Social Hour hosted by Ceramic Cooling Towers; Initiation for bold into International Connoisseurs of Green and Red Chili.

Annual Meeting	Date	Host Institution and Location	Program Chair/ President	Number of Attendees	Number of Institutions Represented	Program Notes	Extra Curricular Comments
31	Oct.1-4, 1983	University of New Mexico - Albuquerque, New MX (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.
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.

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37	Sept.9-13, 1989	Univ. of Arizona - Tucson, AZ (El Conquistador Resort Hotel - Tucson, AZ)	Phil Rector	88 Members 59 Companions	42	Joint RMAPP/PCAPP Annual Meeting. First RMAPP meeting with vendors (13). Theme: "How The West Was ONE!" Topics: Total Quality Improvement; Sick Building Syndrome; Cogeneration; Asbestos Removal; Gender Gap; PCB Update; Facility Audit Program; The Decaying American Campus. Special Guests: Jack Hug, APPA President; William Middleton, APPA President-Elect; Walt Schaw/ APPA Exec VP; Wayne Leroy, APPA Exec AVP	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	Theme: "The 'Peak' Experience" 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. Special Guests: Joe Estill, APPA President-elect; Walt Schaw, APPA Exec VP	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	Theme: "Management Rendezvous" Topics: Applications of TQM; Legally Acceptable Hiring Practices; Asbestos Management; Interpersonal Communications; Quality Management Principles; Regulatory Compliance. Special Guests: Joe Estill, APPA President; William Middleton, APPA Past-President; Walt Schaw, APPA Executive VP; Wayne Leroy/APP A Exec AVP	Scenic lake cruise and Elk Island steak fry; Bus tour to Yellowstone National Park.
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 Bolder 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."

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43	Sept. 30-Oct. 3, 1995	Montana State Univ. - Bozeman, MT (Grouse Mountain Lodge - Whitefish MT)	Robert Lashaway	99 Members 31 Companions	49	Theme: "Mountains and Minds" 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. Special Guests: Ron Flinn/ APPA President-elect; Lander Medlin, APPA Exec AVP, Barbara Hirsch, APPA Govt. Relations	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	Theme: "Reaching the Summit." 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. Special Guests: Ron Flinn/ APPA President; Lander Medlin, APPA Exec AVP; Media Ranck, APPA RMA Rep	Durango & Silverton Narrow Gauge Railroad Train Ride; Western barbecue with western music and line dancing.
45	Sept. 17 - 20, 1997	Utah State Univ. - Logan, UT (Snow King Resort - Jackson WY)	Wayne White	89 Members 68 Companions	42	Theme: "Leadership Through Change" 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. Special Guests: Ron Flinn, APPA Past-Pres; Wayne Leroy, APPA Exec AVP; Media Ranck, APPA RMA Rep	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	Theme: " Searching for Gold." 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 Special Guests: Joe Spoonmore, APPA President; Pieter van der Have, APPA Past-President; Media Ranck, APPA RMA Rep.	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.

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47	Oct. 6-10, 1999	Univ. of New Mexico - Albuquerque, NM	Harvey Chace	134Members 50 Companions 83 Business Partners and Assoc.	56	Theme: "Up, Up and Away -- Achieving New Levels of Performance through Benchmarking the Best Practices in Facilities Management" 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 Capmus 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. Special Guests: E. Lander Medlin, Exec. VP for APPA; Media Ranck, RMA Liaison	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
48	Sept. 23-26, 2000	Univ. of Utah - St. George, UT	Craig Bohn	114 Members 53 Companions 108 Business Partners and Assoc.	48	Theme: "Mastering the Present to Assure the Future" 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 Special Guests: John P. Harrod, Jr., APPA President; E. Lander Medlin, Exec. VP of APPA; Media Ranck, Director of Marketing and Outreach of APPA	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	Theme: "Endless Horizons" 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 Special Guests: Joel Valdez - VP of Business Services, University of Arizona	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.

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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	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 Liaison Past RMA Presidents and Past APPA Presidents from the RMA region in attendance included: Gene Cross (RMA 1969 and APPA 1977) 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 (APPA 2001)	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, Sedona, Arizona	David Brixen	145 Members 84 Companions 102 Business Partners and Assoc. 5 Students 9 Emeritus	43	Theme: "Golden Prospects" Topics: LEED - Green Building Rating System; 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 Facilities Today and Tomorrow. Keynote Speaker at Welcome Breakfast: Ron Canham, Attitude and Goal Setting. Special Guests: E. Lander Medlin, APPA Exec. VP; Francine Moore, APPA RMA Liaison Past RMA Presidents and Past APPA Presidents from the RMA region in attendance included: Jack Hug (APPA 1989) Donald L. Mackel (APPA 1992) Gary Reynolds (APPA 2001) H. Val Peterson (RMA 1981 & APPA 1996) Doug Christensen (RMA 1992 & APPA 1995) Fred Giles (RMA 1984) Phil Rector (RMA 1989) George Krell (RMA 1991) Gordon Bulat (RMA 1993) Robert Lashaway (RMA 1995) Wayne White (RMA 1997) Charles Anderson (RMA 1998) Harvey Chace (RMA 1999) Craig Bohn (RMA 2000) Paul Smith (RMA 2001)	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

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52	Sept. 18 - 21, 2004	Univ. of Wyoming - Jackson Lake Lodge Wyoming	Mark Shively	86 Members 62 Companions 62 Business Partners and Assoc. 0 Students 3 Emeritus	47	Theme: "New Thinking" Topics: Change Management; Facilities Management's Role in Recruitment and Retention; Total Ownership Experience; Motivational Environments; Facilities Management from an Academic Perspective; Facilities Reinvestment: Capital Renewal/Reinvestment. Keynote Speaker at Welcome Breakfast: Philip L. Dubois, Ph.D., New Thinking. Special Guests: Edward D. Rice, APPA President; E. Lander Medlin, APPA Exec. VP; Betsy Colgan, APPA RMA Liaison Past RMA Presidents and Past APPA Presidents from the RMA Region in attendance included: Gary Reynolds (APPA 2001) Doug Christensen (RMA 1992 & APPA 1995) Pieter Van der Have (RMA 1990) George Krell (RMA 1991) Robert Lashaway (RMA 1995) Wayne White (RMA 1997) Charles Anderson (RMA 1998) Harvey Chace (RMA 1999) Craig Bohn (RMA 2000) Paul Smith (RMA 2001)	Golf Tournament at Jackson Hole Golf and Tennis Club, Western BBQ and Horse Whisperer Show at the Diamond Cross Ranch , and Trip to Yellowstone Companion Events: The National Museum of Wildlife Art, Shopping in Jackson Hole, and a Trail Ride in the National Park and National Forest Lands of Jackson Hole.

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53	Sept. 11-14, 2005	Colorado State University Vail, Colorado	Tommy H. Moss	110 Members 47 Companions 83 Business Partners and Assoc. 0 Students 3 Emeritus	48	<p>Theme: "Turn a New Leaf"</p> <p>Topics: The Essentials of Influence Workshop, Estimating the Cost of Campus Modernization, Irrigation Design Considerations for Alternative Water Sources, CFaR - SIM - Stewardship Investment Model, Developing a Sustainable Building Program, CFaR Project - The Impact of Facilities on Student Recruitment and Retention, Developing a Sustainable Building Program based on LEED for Existing Building Rating System, CMMS Implementations, Creative Ways to Accomplish Deferred Maintenance, APPA's Supervisor Tool Kit - MiniModule, Facilities Leadership in a New Era, Dual Sourcing for Building Automation, The Human Connection - Presentation/Communication Skills Workshop, and Design/Construction/Maintenance of Research Buildings. Keynote Speaker at Welcome Breakfast: John Jenson, The Essentials of Influence.</p> <p>Special Guests: Jack Colby, APPA President; E. Lander Medlin, APPA Exec. VP</p> <p>Past RMA Presidents and Past APPA Presidents from the RMA Region in attendance included: Donald L. Mackel (APPA 1992) Gary Reynolds (APPA 2001) Doug Christensen (RMA 1992 & APPA 1995) Robert Lashaway (RMA 1995) Wayne White (RMA 1997) Charles Anderson (RMA 1998) Harvey Chace (RMA 1999) Craig Bohn (RMA 2000) David Brixen (RMA 2003)</p>	<p>Golf Tournament at Cotton Ranch Golf Club, Bavarian Oktoberfest Dinner with Helmut Fricker (famed Vail local comedian/yodeller), and Jeep Tour to Camp Hale.</p> <p>Companion Events: Spa Day and Shopping in Vail Village. The banquet dinner entertainment included the comedy quartet The Kowalski Twins.</p>

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54	October 19-22, 2006	Montana State University - Billings Billings, Montana	Eakle Barfield	266 Members 83 Companions 69 Business Partners and Assoc. 0 Students 4 Emeritus 37 Other	35	<p>Theme: "Seeking New Frontiers"</p> <p>Topics: Performance Contracting, Environmental and Energy Controls, Energy Management, Management Technology, Facility Reinvestment, Custodial Services, Master Planning, Landscaping, Impacts of Facilities, Facility Assessments, Asset Investment Strategy.</p> <p>Keynote Speaker at Welcome Breakfast: David Snyder, Future of Higher Education.</p> <p>Special Guests: Alan Bigger, APPA President Elect; E. Lander Medlin, APPA Exec. VP</p> <p>Past RMA Presidents and Past APPA Presidents from the RMA Region in attendance included: Gary Reynolds (APPA 2001) Doug Christensen (RMA 1992 & APPA 1995) Robert Lashaway (RMA 1995) Wayne White (RMA 1997) Harvey Chace (RMA 1999)</p>	<p>Golf Tournament at EagleRock Golf Course, BBQ Dinner and NILE PRCA Champion Finals Rodeo, Historic Tour of Pompey's Pillar and Custer's Last Stand at the Custer's Battlefield on the Little Bighorn, and Fishing on the Big Horn River.</p> <p>Companion Events: Tours of the Moss Mansion and Yellowstone art Museum, and Shopping in Billings. Entertainment at the banquet was the comedy/country band the Ringling 7.</p> <p>The Golfing, Fishing and Tour day was wet and rainy with scattered snow, but in spite of the cold and wet conditions it was reported that everyone managed to enjoy themselves.</p>

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55	October 10-13, 2007	University of New Mexico, Albuquerque, New Mexico	Mary Vosevich	84 Members 29 Companions 48 Business Partners and Assoc. 0 Students 2 Emeritus 22 Other		<p>Theme: "Sustaining a Balanced Mission"</p> <p>Joint Meeting with PCAPPA</p> <p>Topics: Preparing Successful Inclusive Leaders; Sustaining a Balanced Mission; It Cost What?; Life-Cycle Management of the Facility Portfolio; Can We Become Greener, Cleaner and Leaner?; Loss LEEDer; The Change of the Rate Brigade; The Sustainable Campus Landscape; It's Not Easy Being Green; L.A. Confidential (Shh! We're Green); The "GridWise Initiative; Capturing Energy Savings Through Passive Design; The Impact of Facilities on Recruitment and Retention of Students; Reducing Your Carbon Footprint; Small College Seminar; Building a Culture that Recruits, Retains and Rewards Facilities Personnel; Presenting Capital Building Renewal and New Construction to a Skeptical Legislature; Advances in Computer-Aided Capital Asset Management; Up Against the Wall; The Coils Wars; and 1, 2, Free!.</p> <p>Keynote Speakers: Friday Oct 12, Cecy Kuruvilla, The Campus of Today and the Future: Managing the Generational Convergence, and Saturday Oct 13, Edward Mazria, The Impact of Buildings on Global Warming. Today and the Future: Managing the Generational Convergence, and Saturday Oct 13, Edward Mazria, The Impact of Buildings on Global Warming.</p> <p>Special Guests: Chris Ahoy, APPA Immediate Past President, Alan Bigger, APPA President; E. Lander Medlin, APPA Exec. VP</p> <p>Past RMA Presidents and Past APPA Presidents from the RMA Region in attendance included: Gary Reynolds (APPA 2001) Doug Christensen (RMA 1992 & APPA 1995) H. Val Peterson (RMA 1981 & APPA 1986) Don Mackel (APPA 1992) Wayne White (RMA 1997) Harvey Chace (RMA 1999) Mark Shively (RMA 2004) Tommy H. Moss (RMA 2005)</p>	<p>Golf Tournament at UNM Championship Golf Course, Opening Reception with Mariachi Nuevo Sonida, and the Internationally Famous Albuquerque Balloon Fiesta including the Balloon Fiesta Dawn Patrol and Special Shapes Rodeo, Balloon Fiesta Special Shapes Glowdoo and Fireworks Show, and the Balloon Fiesta Mass Ascension.</p> <p>Companion Events: Santa Fe Tour, Wine Tasting at the Casa Rondena Winery and Vineyard, Shopping in Old Town Albuquerque, and the Albuquerque Biological Park and Rio Grande Zoo.</p> <p>Entertainment at the banquet was Alma Flamenca (Students of the UNM Conservatory for Flamenco Arts). The weather was perfect and the balloon fiesta is always a spectacular event. The joint meeting with PCAPPA made for a large event and attendance exceeded the National APPA Educational Forum.</p>

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56	September 28-October 3, 2008	Weber State University, Park City, Utah	Kevin Hansen	110 Members 50 Companions 66 Business Partners and Assoc. 0 Students 2 Emeritus 6 Other	40	<p>Theme: "Achieving Excellence"</p> <p>A Supervisor's Toolkit session was held simultaneously with the conference</p> <p>Topics: Performance Analysis: Making Time!, Better Than New: Green Preservation in Remodeling Projects, Landscape Management: The Natural Art, Long Range Strategic Utility Master Planning, Contractor Relations: Creating a Partnership for Excellence, Power Management: What Can a Substation Do For You?, Carbon Footprint Reduction, Commissioning, Recommissioning, & Coaxing That Last Bit of Performance From Your Building, Community Partnerships: Leveraging Assets, Personal Excellence: Three Key Elements of Success, The Magic of Disney: What We Can Learn from Mickey Mouse, Energy Management: A Behavioral Approach, Culture: How Space Affects Learning.</p> <p>Keynote Speakers: Sept 30, Nikki Stone - ACHIEVING EXCELLENCE FROM AN OLYMPIC GOLD MEDALIST POINT OF VIEW, and Saturday Oct 1, Kirk Duncan - Personal Excellence: The #1 Key to Influence People.</p> <p>Special Guests: Alan Bigger, APPA Immediate Past President; E. Lander Medlin, APPA Exec. VP</p> <p>Past RMA Presidents and Past APPA Presidents from the RMA Region in attendance included:</p> <p>Doug Christensen (RMA 1992 & APPA 1995) H. Val Peterson (RMA 1981 & APPA 1986) Wayne White (RMA 1997) Harvey Chace (RMA 1999) Craig Bohn (RMA 2000) Tommy H. Moss (RMA 2005) Eakle Barfield (RMA 2006) Mary Vosevich (RMA 2007)</p>	Mountain Dell Golf Course with lunch at Washington Park, and Progressive Dinner & Aerial Ski Jumping Show at the Utah Olympic Park. Banquet dinner included a show by the Dueling Pianos. Companion Events: Heber Valley Railroad, Thanksgiving Point (Discovery Passport included admission to gardens, museum, theater, and farm); Shopping in Park City at the Outlet Mall, Redstone, and/or Main Street; and LDS Temple Square in Salt Lake City and/or shopping at The Gateway. Everyone enjoyed the Olympic Park Tour and aerial ski jump show.

Annual Meeting	Date	Host Institution and Location	Program Chair/ President	Number of Attendees	Number of Institutions Represented	Program Notes	Extra Curricular Comments
57	September 20-23, 2009	University of Arizona, Tucson, Arizona	Chris Kopach (Host) John P. Morris (President)	Members 56 Companions 25 Committee Support 11 Business Partners and Assoc. 77 Students 0 Emeritus 5 Other 27		<p>Theme: "Learn-Lead-Influence"</p> <p>Topics: Knowledge Transfer, Change Leadership, Thermal Energy Storage, Future Leadership in Educational Facilities, The Swine Flu Pandemic and University's Future Responsibilities, The Skills and Impact of Strong Leadership Within the Facilities Management Field, and The Renewable Resources Revolution: Sources for Leadership and a Look at Past Successes in Terms of Solar Photovoltaics and Thermal Solar. Lunch and break Techie Talks were presented by West (Use of Reclaim Water in Cooling Towers), GLHN Architects (Solar Power), Aqua Engineering (Sustainable/Water Conservation Opportunities for Irrigation), and Belfor (Water Damage Document Restoration).</p> <p>Keynote Speakers: Polly Pinney - Leadership in Extraordinary Times: A Journey to Keep Our Balance; Ken Beyersdorf - The Importance of Leadership Training; Frank Busch - Developing Our Future Leaders; Frank Shelton - The Importance of Facilities Management and How We Set the Image for the Entire University.</p> <p>Special Guests: Polly Pinney, APPA President, E. Lander Medlin, APPA Exec. VP</p> <p>Past RMA Presidents and Past APPA Presidents from the RMA Region in attendance included: Wayne White (RMA 1997)</p>	<p>Hilton El Conquistador Resort La Can?ada Golf Course. As part of this year's golf tournament The University of Arizona Facilities Management successfully raised \$10,000 for El Rio Health Center and approximately \$1,000 for the Walt Willis Memorial Scholarship Fund for the College of Engineering students. Welcome event with Dueling Planos, Sunset Toast with Arizona Mariachi music, and the poolside Fiesta dinner included great food, along with music and dancing lead by the Los Gallegos Band.. Other fun stuff included a Margarita and Mariachi break, a chocolate fountain break and a Martini Slide before the Black and White Banquet with music by The University of Arizona Big Band Jazz Ensemble.</p> <p>Companion Events: Bisbee/Tombstone Tour, Arizona Sonora Desert Museum, Old Tucson Studios, Sabino Canyon, La Encantada Sopping, Miraval Spa, U of A Ice Plant, Jeep tour, Horseback riding, Hilton Spa. Everyone enjoyed the great hospitality of the Arizona host committee. Another great event.</p>

Annual Meeting	Date	Host Institution and Location	Program Chair/ President	Number of Attendees	Number of Institutions Represented	Program Notes	Extra Curricular Comments
58	October 17-20, 2010	University of Idaho, Coeur d'Alene, Idaho	Brian Johnson (Host) Dave Button (President)	Members 85 Companions 58 Committee Support 12 Business Partners and Assoc. 52 Students 0 Emeritus 1 Other 31	30	<p>Theme: "Reflections of Success"</p> <p>Topics: How Campus Landscape Affects Recruitment & Retention; Chilled Water Storage & Chiller Plant Case Study; It's a Tree Thing: Trees as a Campus Asset; Managing Facilities in Difficult Times; Capital Project Planning for Non-Architects; Best Value Procurement, PIPS; Life by Design; Quality Assurance Programs in Green Construction; Application of European District Energy Concepts to Higher Ed.; Alternative Means of Code Compliance Case Study; The New Generation Gap; Athletics & Facilities; Savvy People are People Savvy; Selection of an ESCO, Case Study; Professional Development Options; APPA Supervisor's Toolkit Teaser.</p> <p>Keynote Speakers: Nancy Hunter Denney - Zing! Your Life & Leadership; Bryan Yager, Motivational Address - Thinking For A Change.</p> <p>Special Guests: Darrel Meyer, APPA President, E. Lander Medlin, APPA Exec. VP, Suzanne Healy, APPA Director of Professional Development</p> <p>Past RMA Presidents and Past APPA Presidents from the RMA Region in attendance included: Tommy H. Moss (RMA 2005) Eakle Barfield (RMA 2006) Mary Vosevich (RMA 2007) Kevin Hansen (RMA 2008) John P. Morris (RMA 2009)</p>	<p>Golfing at the famous Coeur d' Alene Resort Golf Course (Home of the World's Only Floating Green). Opening dinner buffet reception at the Coeur d' Alene Resort. Dinner Cruise & Buffet on the <i>Mish-an-Nock</i> and <i>Coeur d'Alene</i> Lake Cruise Boats. The cruise around the lake after dinner was a most memorable experience. Celebration and Closing Dance Featuring The Fabulous Kingpins.</p> <p>Companion Events: Casino & Winery Tour Coeur d'Alene Casino, Worley, Idaho & Coeur d'Alene Winery, Coeur d'Alene, Idaho; Bus tour to destination town of Sandpoint, ID. - Home of Coldwater Creek. Shopping and exploration on your own; Bus tour to historic town of Wallace, ID. - Idaho's Silver Valley Museums, shopping and exploration on your own.</p>

Annual Meeting	Date	Host Institution and Location	Program Chair/ President	Number of Attendees	Number of Institutions Represented	Program Notes	Extra Curricular Comments
59	September 12-14, 2011	University of Regina, Regina, Saskatchewan, Canada	Emmet Boyle (Host) Viron Lynch (President)	Members 140 Companions 20 Committee Support 20 Business Partners and Assoc. 77 Students 0 Emeritus 0 Other 12	34	<p>Theme: "Harvesting Opportunities"</p> <p>Joint Meeting with WCUPPA Topics: UBC Campus Alternative Energy Feasibility; The Accountant and the Engineer: The Marriage of Finance, Management & Maintenance; Designing Classrooms for the 21st Century; University of Alberta; Electrical Hazard Assessments and Arc Flash Studies; Crime Prevention thru Design; Collaborative Work Places; Implementing Technology in the Classroom; Hydronics; Where We Have Been & Where We Are Going; Building a Culture of Civility; APPA Journey; How to Avoid Being a Cocktail Weenie; Mixing Business and Pleasure; UBC Campus Alternative Energy Feasibility; Paradise Creek Ecosystem Restoration, University of Idaho; Sustainability on a Budget: Meeting Competing Facility Needs with Fewer Dollars; Overview of Tools for FM Project Managers; Navigating Rough Waters - How to get financial support for deferred maintenance, capital renewal and sustainability programs; CAUBO/ APPA Benchmarking Study using the FPI Survey; Place making in Planning: Creating A Campus that Inspires; Managing the Contracts for the Direct Purchase and Price Management of Natural Gas and Power; Strategic Capital Development; Improving Operational Costs and Learning Performance with Smart Lighting Design; Integrated Facilities Planning, Moving Beyond Data to Effectively Make the Case for Change.</p> <p>Keynote Speakers: Andrew Brash - The Profound Impact of Commitment and Compassion; Dard Lang - Focus on the 90%.</p> <p>Special Guests: David Gray, APPA President; E. Lander Medlin, APPA Exec. VP</p> <p>Past RMA Presidents and Past APPA Presidents from the RMA Region in attendance included: Polly Pinney (APPA 2009) Eakle Barfield (RMA 2006) Kevin Hansen (RMA 2008) John P. Morris (RMA 2009) Dave Button (RMA 2010)</p>	<p>Golfing at the Deer Valley Golf Resort. Alternative event included a Last Mountain Lake Fish 'n' Fry. Opening reception included hot hors d'oeuvres. Theme dinner was at the Royal Canadian Mounted Police (RCMP) Heritage Centre (and included music and a dressing area where several attendees tried on RCMP uniforms). Awards banquet was at the Casino Regina Show Lounge and included dancing to Elms.</p> <p>Companion Events: Wascana Park Walking Tour and Lunch, Bushwakker Brewing Company and Beer Tasting with lunch, and tour and tea at the Government House.</p>

Annual Meeting	Date	Host Institution and Location	Program Chair/ President	Number of Attendees	Number of Institutions Represented	Program Notes	Extra Curricular Comments
60	September 16-19, 2012	Casper College, Sheridan, Wyoming	Mike Sawyer (Host) Chris Kopach (President)	Members 70 Companions 13 Business Partners and Assoc. 76 Students 0 Emeritus 2 Other 14	32	<p>Theme: "Cowboy Up: Managing in Difficult Times"</p> <p>Topics: "Times are difficult...Do your facilities care...Does anyone care?"; "Energy Performance Contracting"; "Great Leaders Inspire"; "Organizational Effectiveness by Reducing Process Costs"; "Developing & Understanding Cost Estimation"; "Increasing Employee Performance through Recognition & Reward"; "Construction in Lean Times"; "How is Facilities Management involved in Sustainability on your Campus"; "Employee Engagement"; Utility Roadmap: "From the depths of the Tunnels to the Peaks of the Steam Vent"; "On the Job Talent Management"; "Implementation of an ISO Quality Management System Approach to Improve Organizational Effectiveness"; "Boiler Plant Efficiency upgrade design considerations"; "Learning Environments Matter"; "Leadership & Organizational Effectiveness"; "The Value of Building Information Modeling"; "Do-It-Yourself Landscape Master Plan"; "Understanding Lighting Efficiency"; "Creating a LEED Platinum Large-Scale Residence Hall"; "Money's Worth: Design & Energy Efficiency Strategies for a High-Impact Renovation"; "A Day in the Life of Sustainability".</p> <p>Keynote Speakers: Walt Stasinski - "The Power of Fun at Work"; Don Mann, Former Navy Seal</p> <p>Special Guests: Mary Vosevich, APPA President; E. Lander Medlin, APPA Exec. VP</p> <p>Past RMA Presidents and Past APPA Presidents from the RMA Region in attendance included: Polly Pinney (APPA 2009) Wayne White (RMA 1997) Tommy H. Moss (RMA 2005) Eakle Barfield (RMA 2006) Mary Vosevich (APPA 2012 and RMA 2007) Kevin Hansen (RMA 2008) John P. Morris (RMA 2009) Dave Button (RMA 2010) Viron Lynch (RMA 2011)</p>	<p>Golfing at the Powder Horn Golf Course, with an alternative event of fly fishing on the Big Horn River. Those who went fishing were not disappointed. Welcome Reception with dinner buffet at the historic Mint Bar. Theme dinner at the Eaton Ranch. The Awards Banquet wrapped up the conference and included dancing to the Blues Brothers.</p> <p>Companion Events: Sheridan Trolley Tour with shopping and exploration on your own. Transportation and time at the historic Spear-O-Wigwam Guest Ranch. Wagon Box Fight Battlefield, Bradford Britton, & Ft Phil Kearney (Trails, Tours, & Museum).</p>

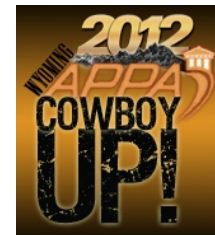
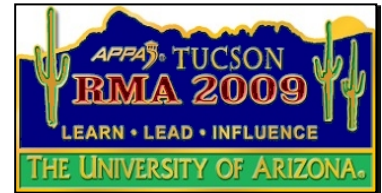
RMA Host Institution By State or Province

New Mexico		Arizona	
1953	Albuquerque (Charter Meeting @ UNM)	1954	Tucson (University of Arizona)
1958	Albuquerque (U of Alb, College of St. Joseph)	1963	Tempe (ASU)
1964	Las Cruces (NMS)	1968	Tucson (University of Arizona)
1982	Las Cruces (NMS)	1974	Flagstaff (NAU)
1983	Albuquerque (UNM)	1979	Tempe (ASU)
1999	Albuquerque (UNM)	1989	Tucson (Univ. of Arizona, PCAPPA)
2007	Albuquerque (UNM, PCAPPA)	1998	Prescott (Yavapai)
2014	Santa Fe (UNM)	2001	Tucson (Pima)
		2003	Sedona (ASU)
		2009	Tucson (University of Arizona)
Texas		Wyoming	
1969	El Paso (UTEP)	1971	Laramie (University of Wyoming)
1975	Canyon (W. Texas State University)	1991	Jackson Lake (University of Wyoming)
		2004	Jackson Lake (University of Wyoming)
		2012	Sheridan (Casper College)
Colorado		Utah	
1955	Fort Collins (Colorado A&M, CSU)	1956	Logan (Utah State University)
1959	Boulder (University of Colorado)	1965	Salt Lake (University of Utah)
1962	Colorado Springs (Colorado College)	1973	Provo (BYU)
1966	Fort Collins (CSU)	1981	Logan (Utah State University)
1967	Colorado Springs (U.S. AFA)	1985	Salt Lake (U of Utah)
1970	Alamosa (Adams State)	1992	Sundance (BYU)
1972	Greeley (University of N. Colorado)	1997	Jackson (Utah State University)
1977	Colorado Springs (Colorado College)	2000	St. George (University of Utah)
1980	Fort Collins/Pingree Park (CSU)	2008	Park City (Weber State University)
1987	Estes Park (University of N. Colorado)		
1990	Colorado Springs (Colorado College)		
1994	Boulder (University of Colorado)		
1996	Durango (AHEC)		
2005	Vail (CSU)		
2013	Colorado Springs (University of Colorado)		
Idaho		Canada	
2010	Coeur D'Alene, Idaho (University of Idaho)	1988	Calgary (University of Calgary)
		1993	Edmonton, Al (University of Alberta)
		2002	Banff, Alberta (University of Calgary)
		2011	Regina, SK (University of Regina)
Montana		Co- Region	
1957	Missoula (University of Montana)	1961	Corvallis (University of Oklahoma)
1960	Bozeman (Montana State University)	1976	Las Vegas, Nevada (PCAPPA)
1978	Missoula (U of Montana)	1984	Las Vegas, Nevada (PCAPPA)
1986	Bozeman (Montana State University)	2007	Albuquerque, NM (UNM) (PCAPPA)
1995	Whitefish (Montana State University)		
2006	Billings (Montana State Univ. - Billings)		
2015	TBD (Montana State University)		

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. Total attendance records
8. Listing of RMA Officers (incoming and outgoing)
9. Listing of APPA Representatives attending
10. Copies of Speeches and Presentations, including slides and visual aids where possible
11. Minutes of Annual Business Meeting
12. Experience Exchange discussion (if used in program)
13. RMA Membership List
14. Bylaws
15. Photos of speakers, officers and activities (optional)

Annual Conference Logos



Appendix B

RMA Presidents

Annual Meeting	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
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 Sudermann	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/ASU
51	2003	David Brixen	Arizona State University
52	2004	Mark Shively	University of Wyoming
53	2005	Tommy H. Moss	Colorado State University
54	2006	Eakle Barfield	Montana State University - Billings
55	2007	Mary Vosevich	University of New Mexico
56	2008	Kevin Hansen	Weber State University
56	2009	John P. Morris	University of Colorado Boulder
57	2010	David Button	University of Regina
58	2011	Viron Lynch	Weber State University
59	2012	Chris Kopach	University of Arizona
60	2013	Brian Johnson	University of Idaho

RMA Members Who Served as APPA Presidents

1929	W. E. Brockway	University of Colorado
1953	S.F. Brewster	Brigham Young University[11]
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
2009	Polly Pinney	Arizona State University
2012	Mary Vosevich	University of New Mexico

[\[1\] 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](#)

[\[5\] 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 to CSU from CC in 1969](#)

[\[11\]Member of RMA although not at the time of APPA Presidency](#)

Appendix C

AWARDS AND RECOGNITION

THE AWARD for EXCELLENCE (APPA)

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.

- 1997 The Colorado College, Small Campus Category
Brigham Young University, Large Campus International Winner
- 1998 The Colorado College, Small Campus Category
University of Colorado, Large Campus Category
- 1999 New Mexico Military Institute, Small Campus Category
University of Utah, Large Campus Category
- 2000 South Mountain Community College, Small Campus Category
Northern Arizona University, Large Campus Category
- 2007 Utah State University
- 2012 University of Colorado Boulder
Pima Community College

THE EFFECTIVE and INNOVATIVE PRACTICES AWARD (APPA)

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.

- 2004 Brigham Young University - Capital Needs Analysis
- 2007 Arizona State University - Goals Tracking Application
- 2008 Montana State University – Bozeman - Facilities Condition Index
- 2009 Weber State University - Safety Training Game

MERITORIOUS SERVICE AWARD (APPA)

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 (Colorado College)
1997	George F. Krell (University of Wyoming)
2006	Harvey Chace (University of New Mexico)
2007	Polly Pinney (Arizona State University)
2010	Mary Vosevich (University of New Mexico)
2012	John P. Morris (University of Colorado Boulder)
	Eakle Barfield (Montana State University – Billings)

THE PACESETTER AWARD (APPA)

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 (Utah State University)
2002	Mary Vosevich (University of New Mexico)
2004	Paul Smith (Pima Community College)
	Craig Bohn (University of Utah)
2005	David Brixen (Arizona State University)
	Harvey Chace (University of New Mexico)
2006	Nancy Hurt (Colorado State University)
	John P. Morris (University of Colorado Boulder)
2007	Mark Shively (University of Wyoming)
2008	Tommy Moss (Colorado State University)

2010	Viron Lynch (Weber State University)
2011	Kevin Hansen (Weber State University)
2012	Chris Eagan (University of Lethbridge)

THE UNSUNG HERO AWARD (APPA)

In 2009, APPA's President Mr. Bill Elvey, created a new set of awards called the "Unsung Heroes" award. Annually, regional presidents are asked to suggest a worthy individual(s) who work tirelessly for their region, chapter, and/or the profession, but whom have gone unnoticed to date and are worthy of receiving an award from the president of International APPA. These individuals are recognized as "unsung heroes" during the Awards Ceremony at the APPA annual conference and further recognized at their regional or state conference the following fall.

2009	Shari Philpott (University of Colorado Boulder)
2010	Shawna Rowley (Weber State University)
	Joseph Metzger (Arizona State University)
2011	Erik Van de Boogaard (Adams State University)
2012	Lisa Potter (University of Colorado Boulder)

APPA PRESIDENT'S AWARD

The APPA 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
2010	Joseph Metzger (Arizona State University)
	BOK Editorial Team including:
	Jack Hug (Emeritus)
	Gary Reynolds (University of Colorado - Colorado Springs)
2012	Dave Button (University of Regina)
	Polly Pinney (Arizona State University)
	Regional Task Force including:
	Chris Kopach (University of Arizona)
	Mary Vosevich (University of New Mexico)
	John P. Morris (UCB and NAU)
	William Nelson (GLHN Architects)

THE REX DILLOW AWARD FOR OUTSTANDING ARTICLE IN *Facilities Manager* MAGAZINE (APPA)

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 were awarded to the following RMA members:

1987	Douglas K. Christensen
1989	William S. Mutch

SUSTAINABILITY AWARD (APPA)

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

No recipients

APPA FELLOW AWARD

While most awards recognize past achievements, the APPA Fellow designation brings with it both recognition for specific accomplishments to date and expectations for continued involvement in APPA's leadership program through research and mentoring. The Fellow is APPA's highest individual achievement award. Nominees must demonstrate active membership in APPA for a minimum of ten years; graduation from APPA's Institute for Facilities Management; completion of APPA's Leadership Academy; completion of an approved research project under APPA's Center for Facilities Research; authorship of an article submitted for publication by APPA; and submission of two references from colleagues in the educational facilities profession that describe the individual's successes and dedication to the field.

2004	Douglas K. Christensen (BYU) Jac Hug (Emeritus)
2006	Gary Reynolds (Colorado College)

BUSINESS PARTNER AWARD (APPA)

The Eagle Award is presented to an individual business partner who, on behalf of their company, has found unique and effective ways to partner with APPA on projects, initiatives, and programs to advance the educational facilities field.

2010	William Nelson (GLHN)
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RMA PRESIDENT'S AWARD

The RMA President's Award is given to an individual RMA member who has demonstrated exceptional achievement in facilities management and who has made outstanding contributions to the Region or the Association. The award is given at the discretion of the current RMA President. Unfortunately RMA records are not available for this award prior to 2003.

2003	Jeff Turner (Casper Community College)
2004	John Bruning (University of Colorado Boulder)
2005	Wayne White (Utah State University)
2006	Harvey Chace (University of New Mexico)
2007	John P. Morris (University of Colorado Boulder)
2008	John P. Morris (University of Colorado Boulder)
2009	Harvey Chace (Retired, University of New Mexico)
2010	Shawna Rowley (Weber State University)
2011	Lander Medlin (APPA) Polly Pinney (Arizona State University) Nancy Hurt (Colorado State University)
2012	No recipients

THE H. VAL PETERSON AWARD (RMA)

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)
2003	Esther Frederico (PIMA Community College)
2004	Paul Smith (PIMA Community College)
2005	Mary Ellen Monroe (University of New Mexico)
2006	Jonathan Ford (Montana State University)
2007	Anna Weskerna (Idaho State)
2008	Charles Zillinger (University of Idaho)
2009	Emmet Boyle (University of Regina)
2010	Joseph Metzger (Arizona State University)
2011	Joseph Metzger (Arizona State University)
2012	Chris Kopach (University of Arizona)

THE LEE NEWMAN AWARD (RMA)

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
2003	Lerch Bates and Assoc/Jim Payne
2004	Stanley Consultants
2005	No specific recipient - General Appreciation given to all Business Partner
2006	GLHN Architects & Engineers
2007	Phoenix Controls
2008	Cal Hogan, Custom Windows
2009	GLHN Architects & Engineers
2010	McKinstry
2011	Jim Knutson (Consensus) - (Previously with Trane, Chevron Energy Services and Viron Energy Services)
2012	Chevron Energy Solutions (Bob Hooper)

THE GOLDEN NUGGET AWARD (RMA)

The Golden Nugget Award was instituted in 2005 and is presented to the institution with the most attendees at the annual RMA conference. The Golden Nugget Award is presented in three categories: institutions with a student population less than 5,000 FTE, institutions with student populations between 5000 and 10,000 FTE, and those with student populations greater than 10,000 students.

	Under 5k FTE	5k to 10k FTE	Over 10k FTE
2005	Colorado College	University of Colorado DHSC	Salt Lake Community College
2006	Sheraton College	Montana State University	University of New Mexico
2007	Albuquerque Academy Athabasca University University of Montana - Western	Montana State University	University of Utah Weber State University
2008	Montana State University - Billings	Southern Utah University	BYU - Idaho
2009	Colorado Mountain College	University of Regina	Weber State University
2010	Colorado Mountain College	University of Regina	BYU - Idaho
2011	Casper College	University of Lethbridge	University of Saskatchewan
2012	Montana State University-Billings	Montana State University - Bozeman	Weber State University

Appendix D

DIRECTORY OF THE 14ers CLUB And THE 14ers CLUB ELIGIBILITY CRITERIA

RMA 14ers Club Members

Member					Climbing Buddy		
	Full Name	Institution	E-mail	Notes	Full Name	Institution	E-mail
Oct-08							
	John P. Morris	University of Colorado at Boulder	John.Morris@Colorado.edu	Lead Climber	Paula Matz	University of Regina	Paula.Matz@uregina.ca
					Agnes Drogi	Northern Arizona University	Agnes.Drogi@nau.edu
	Eakle Barfield	Montana State University - Billings	EBarfield@msubillings.edu	Retired	Mike Hodnefield	University of Regina	Mike.Hodnefield@uregina.ca
	Harvey Chace	Retired - University of New Mexico	hchace@unm.edu	Retired			
	Tommy H. Moss	Retired - Colorado State University	thmconsulting@comcast.net	Retired			
	Wayne White	Retired - Utah State University	lwaynew@comcast.net	Retired			
Sep-09							
	Craig Bohn	University of Utah	cbohn@fm.utah.edu				
	Brian Nielson	University of Utah	bn_fn_home@msn.com				
	Erik van de Boogaard	Adams State College	evdb@adams.edu		Christopher Kopach	University of Arizona	ckopach@email.arizona.edu
	Nancy Hurt	Colorado State University	Nancy.Hurt@ColoState.edu		Terri Stankiewicz	University of Colorado at Boulder	Terri.Stankiewicz@colorado.edu
	Dave Button	University of Regina	dave.button@uregina.ca		Shari Philpott	University of Colorado at Boulder	Shari.Philpott@Colorado.edu
					Chris Eagan	Universti of Lethbridge	Chris.Eagan@uleth.CA
	Shawna Rowley	Weber State University	SROWLEY@Weber.edu				
	Viron Lynch	Weber State University	VLYNCH@weber.edu		Kyle Williams	BYU - Idaho	WilliamsK@byui.edu
	Jeff Butler	Montana State University - Bozeman	jbutler@montana.edu		Brian Hadley	Weber State University	BrianHadley2@weber.edu
					Seth Gilmore	Weber State University	sethgilmore@weber.edu
	Polly Pinney	Arizona State University	Polly.Pinney@asu.edu	Honorary	Shawna Rowley	Weber State University	SROWLEY@Weber.edu
	Lander Medlin	APPA	lander@appa.org	Honorary	Viron Lynch	Weber State University	VLYNCH@weber.edu
Oct-10							
	Shari Philpott	University of Colorado at Boulder	Shari.Philpott@Colorado.edu		Leslie Miller	University of Colorado - Denver	leslie.miller2@ucdenver.edu
	Douglas Christensen	Brigham Young University	douglas_christensen@byu.edu	Retired	Ana Thiemer	University of Texas - Austin	ana.thiemer@austin.utexas.edu
	Luis Rocha	University of Arizona	rochal@email.arizona.edu		Moses T. Collier, Jr.	Idaho State University	collmose@isu.edu
					Ricky Helm	Salt Lake Community College	Ricky.helm@slcc.edu
					Camille Clark	Idaho State University	clarcami@isu.edu
	Greg Wiens	Athabasca University	gregw@Athabascau.ca				
	Mary Vosevich	University of New Mexico	mvosevic@unm.edu		Lindsay Wagner	Northern Arizona University	Lindsay.Wagner@NAU.edu
	Joseph Metzger	Arizona State University	JoeMetzger@ASU.edu				
	Christopher Kopach	University of Arizona	ckopach@email.arizona.edu				
	Kevin Hansen	Weber State University	khansen@weber.edu		Glen Haubold	New Mexico State University	ghaubold@nmsu.edu
	Darrel Meyer	Metropolitan Community College-KC	darrel.meyer@mcckc.edu	Honorary			

RMA 14ers Club Members

Member					Climbing Buddy		
	Full Name	Institution	E-mail	Notes	Full Name	Institution	E-mail
Sep-11							
	Cloriza Lomeli	GLHN Architects & Engineers, Inc.	clomeli@glhn.com	BP	Dawn Doane	XPEDX	dawn.doane@xpedx.com
					Damian Cox	Eco Blue	damian@ecobluecorp.com
	Chuck Gumeson	RMH Group	cgumeson@rmhgroup.com	BP			
	Val Peterson	Emeritus	val.peterson@cox.net	Honorary			
	Ted Cary	Emeritus	tcary@asu.edu	Honorary			
	Pieter van der Have	Emeritus	petevanderhave@msn.com	Honorary			
	Don Mackel	Emeritus	samackel@q.com	Honorary			
	John Bruning	Emeritus	confluenceartsllc@gmail.com	Honorary			
	Jim Knutson	Consensus	Jim.Knutson@in-consensus.com	BP			
	Lisa Potter	University of Colorado Boulder	lisa.potter@colorado.edu		Mary Alford	University of Colorado Boulder	Mary.Alford@colorado.edu
					Lynn Fletcher	University of Colorado Boulder	Lynn.Fletcher@colorado.edu
					Loretta Taylor	Idaho State University	tayllore@isu.edu
	Stephen Spiwak	Nalco Company	sspiwak@nalco.com	BP			
	William I. Nelson, P.E. (Bill)	GLHN Architects & Engineers, Inc.	wnelson@glhn.com	BP	Mark St. Onge	University of Arizona	MStOnge@email.arizona.edu
	Brother Ron Bartusiak	Santa Fe University	ron.bartusiak@santafeuniversity.edu				
	Wayne Clark	BYU - Idaho	CLARKW@byui.edu		Mark Cates	Idaho State University	catemark@isu.edu
	David Gray	Middle Tennessee State University	dgray@mtsu.edu	Honorary			
Sep-12							
	David A. Cain	Coconino Community College	cain.david@gmail.com		Aurea Torres	Salt Lake Community College	aurea.torres@slcc.edu
					Albert Charley	Salt Lake Community College	acharl10@bruinmail.slcc.edu
	George F. Krell	Emeritus	GKrell@uwyo.edu	Honorary			
	Gary L. Reynolds	University of Colorado Colorado Springs	greynold@uccs.edu				
	Kirk Lechlitter	University of Northern Colorado	Kirk.Leachlitter@UNCO.edu		Brian Nielsen	Weber State University	briannielsen3@weber.edu
	George Eckhardt	Colorado College	geckhardt@coloradocollege.edu				
	Jack Hug	Emeritus	jackhug1@comcast.net	Honorary			
	Lindsay Wagner	Northern Arizona University	Lindsay.Wagner@NAU.edu		Chad Davisson	Weber State University	cdavisson@weber.edu
					Daniel E. Hansen	Salt Lake Community College	daniel.hansen@slcc.edu
	Doug Watson	BYU - Idaho	watsond@byui.edu				
	Gary Smith	University of New Mexico	rgsith@unm.edu				
	Mary Alford	University of Colorado Boulder	Mary.Alford@colorado.edu		Joseph Ward	Salt Lake Community College	joseph.ward@slcc.edu
					Eric Gonzalez	Idaho State University	gonzeric@isu.edu
	Brian Hadley	Weber State University	BrianHadley2@weber.edu		Steve Clement	Salt Lake Community College	sclement@bruinmail.slcc.edu
	Bob Askerlund	Salt Lake Community College	bob.askerlund@slcc.edu				
	Jeff Turner	Emeritus		Honorary			



FOURTEENERS CLUB DESCRIPTION

The Rocky Mountains are part of the North American Cordillera, which stretches 3,000 miles from Alaska through western Canada and the United States into northern Mexico. The centerpieces of this dramatic uplift are the 54 peaks over 14,000 feet, or "Fourteeners" as they are affectionately referred to by climbers.

1. **Purpose** - The purpose of the **Fourteeners Club** (a.k.a. **14ers Club**) is to:
 - (d) Provide a recognition program for individuals within RMA who aspire to greater heights.
 - (e) Support RMA in its mission to elevate the leadership and influence of facilities professionals.
 - (f) Recruit and mentor others to prepare for and fulfill leadership roles at their own institutions, within RMA and within APPA.
2. **Membership** – Membership in the **14ers Club** is considered an honor and is acknowledged for those who have reached a milestone in their participation with RMA. Membership in the **14ers Club** is open to all RMA members who are in good standing and meet the longevity, participation and service requirements. Members of the **14ers Club** shall be committed to advancing the goals of RMA, and in addition be committed to the promotion of hospitality, mentorship, communication and comradeship within the region.
3. **Eligibility for Membership** - To become a member of the **14ers Club** RMA members must climb fourteen (14) peaks. Peaks consist of any combination of the following:
 - (a) An active member of RMA for a **minimum** of five (5) years; counts as five peaks. This is a base requirement.

There is one exception to this base requirement – APPA members who are new to the RMA region and have been involved in their previous region(s) for at least five (5) years may count their time in their past region(s) as peaks after being a member of RMA for at least one (1) year.
 - (b) Attended a **minimum** of three (3) RMA Annual Educational Forums; counts as three peaks. This is also a base requirement in addition to 3(a).

There is one exception to this base requirement – APPA members who are new to the RMA region and have attended a minimum of two (2) regional conferences in their

previous region(s) may count the attendance at these regional conferences as peaks after having attended at least one (1) RMA annual conference.

- (c) Attended an annual APPA Educational Forum; counts as one peak up to a maximum of two peaks.
 - (d) Participation as an RMA Board member, Committee chair or State representative. Each term counts as one peak: for example serving as President-Elect through Senior Representative earns four peaks; each year as Secretary/Treasurer, Communications Coordinator, or Committee Chair earns one peak; and every three years as Historian, state or region representative, or RMA Views state/province correspondent earns one peak.
 - (e) Participation as a presenter at an RMA or APPA Educational Forum. Counts as one peak maximum per year.
 - (f) Participation on an annual conference host committee. Counts as one peak. Chairing the host committee counts as two peaks.
 - (g) Graduation from or completion of the APPA Supervisor Toolkit, APPA Institute or APPA Leadership Academy is each worth one peak each.
 - (h) Successful completion of the APPA Educational Facilities Professional credential (EFP) and the Certified Educational Facilities Professional (CEFP) count as one peak each. Individuals with the CEFP must maintain their credential in order to count this peak.
 - (i) Publish an article in the RMA Views or Facilities Manager magazine counts as one peak maximum per year.
 - (j) Acceptance of a “Special Expedition” from the RMA Board earns one peak per completed assignment acknowledged by the RMA Board. Special Expeditions could include such things as participating on an APPA task force, etc.
 - (k) Attainment of an APPA or RMA recognition award, e.g., Pace Setter, Fellow, Meritorious Service, President’s Award, H. Val Peterson Award, etc., - earns one peak per award.
 - (l) Being a climbing buddy counts as two peaks.
4. 14ers Club Members – Upon acceptance into the 14ers Club new members will pledge during the initiation program to continue their contribution and service through mentoring others and supporting the regional organization.
5. Climbing Buddies – A “Climbing Buddy” concept shall be incorporated to promote comradeship and mentoring. Gumbies, the term applied to novice climbers, may request a climbing buddy. Upon approval by the Lead Climber, a 14ers Club member will be assigned to the gumbie as a climbing buddy. Communication frequency will be informal and left up to the climbing buddies, however frequent contact is encouraged.

FOURTEENERS CLUB DESCRIPTION
For RMA Business Partners

The Rocky Mountains are part of the North American Cordillera, which stretches 3,000 miles from Alaska through western Canada and the United States into northern Mexico. The centerpieces of this dramatic uplift are the 54 peaks over 14,000 feet, or "Fourteeners" as they are affectionately referred to by climbers.

1. **Purpose** - The purpose of the **Fourteeners Club** (a.k.a. **14ers Club**) is to:
 - (a) Provide a recognition program for individuals within RMA who aspire to greater heights.
 - (b) Support RMA in its mission to elevate the leadership and influence of facilities professionals.
 - (c) Recruit and mentor others to prepare for and fulfill leadership roles at their own institutions, within RMA, and within APPA. For Business Partners this also extends to recruit and mentor others to prepare for and fulfill leadership roles at their companies, within RMA, and within APPA.
2. **Membership** – Membership in the **14ers Club** is considered an honor and is acknowledged for those who have reached a milestone in their participation with RMA. Membership in the **14ers Club** is open to all RMA members who are in good standing and meet the longevity, participation and service requirements. Members of the **14ers Club** shall be committed to advancing the goals of RMA, and in addition be committed to the promotion of hospitality, mentorship, communication and comradeship within the region.
3. **Business Partner Membership in RMA** – As per the RMA Bylaws, 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 RMA and wishing to support the activities of RMA. Selection to this category of membership shall not be construed as endorsement, actual or implied, by RMA. A business partner membership shall entitle an unlimited number of representatives of the firm to the following:
 - (a) Receive a complete RMA membership list with addresses and telephone numbers.
 - (b) Receive copies of RMA publications and email or other electronic media messages intended for the members at large.
 - (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.
 - (f) Do not have membership voting rights.
4. **Business Partner Eligibility for Membership in the 14ers Club** - To become a member of the **14ers Club** RMA members must climb fourteen (14) peaks. Peaks consist of any combination of the following:
 - (a) An active dues paying member of RMA for a minimum of five (5) years; counts as five peaks.

- (b) Attending RMA Annual Educational Forums; counts as one peak.
 - (c) Contributing to RMA by hosting an educational event. Hosting educational events counts as one peak maximum per year.
 - (d) Contributing to RMA by purchasing a booth at the annual RMA educational conference. Each year counts as one peak.
 - (e) Sponsoring an event or other contributions at an annual RMA educational conference, i.e. golf outing Yellow Ball, major meal or break, scholarship for attendance, etc. Each year counts as one peak.
 - (f) Contributions at various RMA levels earn peaks:
 - 1. Platinum level for one year earns one peak.
 - 2. Gold level for two years earns one peak.
 - 3. Silver level for three years earns one peak.
 - 4. Copper level for four years earns one peak.
 - (g) Participation on the Board as the Business Partner Representative; each two year term counts as one peak.
 - (h) Participation on an annual conference host committee. Counts as one peak.
 - (i) Participation as a presenter at an RMA Educational Forum. Counts as one peak maximum per year.
 - (j) Publish an article in the RMA Views or Facilities Manager magazine counts as one peak maximum per year.
 - (k) Acceptance of a “Special Expedition” from the RMA Board earns one peak per completed assignment acknowledged by the RMA Board.
 - (l) Attainment of an APPA or RMA recognition award, e.g. APPA Eagle Award, APPA Rex Dillow Award, RMA President’s Award, RMA H. Val Peterson Award, RMA Lee Newman Award, etc. earns one peak per award.
 - (m) Being a climbing buddy counts as one peak.
5. 14ers Club Members – Upon acceptance into the 14ers Club new members will pledge during the initiation program to continue their contribution and service through mentoring others and supporting the regional organization.
6. Climbing Buddies – A “Climbing Buddy” concept shall be incorporated to promote comradeship and mentoring. Gumbies, the term applied to novice climbers, may request a climbing buddy. Upon approval by the Lead Climber, a 14ers Club member will be assigned to the gumbie as a climbing buddy. Communication frequency will be informal and left up to the climbing buddies, however frequent contact is encouraged.

Appendix E



BYLAWS of Rocky Mountain APPA

**Organized: February 1953
Incorporated: February 1977**

As Amended September 2012

ARTICLE I – NAME

1. The official name of this organization shall be: Rocky Mountain APPA hereinafter referred to as 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 education within the region; to promote professional standards among those engaged in this work; to aid and supplement the work of APPA; 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:

- 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 education, all branches of such institutions, and other educational institutions specifically including K-12 Schools, Libraries, and Museums who have a separate and distinct physical plant, buildings and grounds, or facilities organization in the following states: Arizona, Colorado, Idaho, Montana, New Mexico, Utah, and Wyoming, the provinces of Alberta and Saskatchewan, and the Northwest Territories of Canada. Qualified institutions from states, provinces or countries adjoining any of the above are also eligible for membership. This clause does not apply to institutions already affiliated with RMA.
- 2. Educational Institution Members – Applicants from institutions of education, who can meet the following criteria, will be eligible for membership in RMA.
 - a. To be considered an Education Institution Member the institution must have an independent facilities management organization, or must maintain control over the position of a principal administrator in direct charge of the facilities management organization for such institution.
 - b. Types of Educational Institution Members include:
 - i. Institutions of Higher Education which require at least two years of academic credit for graduation and which have been legally granted the authority to award degrees.
 - ii. Other Post-Secondary Education Providers.
 - iii. Other Educational Institutions specifically including K-12 Schools, Libraries, and Museums.
 - iv. University or College Systems. Eligibility for separate educational institution membership when the university or college system employs a facilities officer who consults or advises other facilities officers in charge of facilities management efforts at two or more institutions operating under the university or college system. Nothing herein shall be interpreted as denying any qualified institution of higher education regular membership in RMA solely for the reason that a system of colleges and universities of which it is a member is itself a member of RMA.
- 3. Institutional Membership – Each member institution is entitled to an unlimited number of regular members. One regular member must be the chief facilities officer of the member institution

responsible for 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 members will be eligible to vote or hold office in RMA, except in the case where an institution's physical plant or facilities department holds a current RMA institutional membership.
5. Emeritus Members – Any regular or affiliate member of RMA who has retired and has made significant contributions to RMA and the facilities management professions upon request to and approval of the Board of Directors of RMA will be granted emeritus status. An emeritus member has the rights and privileges afforded a regular or affiliate member except the right to hold office or vote for the Institution as a regular member. Emeritus members 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. APPA Emeritus members may apply to the Board of Directors of RMA for emeritus status in RMA.
6. Retired Members – Any regular or affiliate member of RMA who has retired upon request to and approval of the Board of Directors will be granted retired status. A retired member has the rights and privileges afforded a regular or affiliate member except the right to hold office or vote. Retired members will be required to pay annual dues.
7. 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 Chair of the Membership Committee shall maintain a mailing address for the student chapter and the President-Elect shall serve as liaison between the Student Chapters and the RMA Board of Directors. 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 will not have a voting right or hold an elective office in RMA. Within a year of acceptance student chapters are required to develop their own governing bylaws. These bylaws should deal with the relationship between the student chapter, RMA and the sponsoring member institution. Student chapters must have faculty advisors in accordance with the policies and procedures of the member institution. The Board of Directors will determine annual dues for the student chapter.
8. 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.

9. 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 RMA and wishing to support the activities of RMA. Selection to this category of membership shall not be construed as endorsement, actual or implied, by RMA. A business partner membership shall entitle an unlimited number of representatives of the firm to the following:
 - a. Receive a complete RMA membership list with addresses and telephone numbers.
 - b. Receive copies of RMA publications and email or other electronic media messages intended for the members at large.
 - 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.
 - f. Do not have membership voting rights.
10. 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.
11. All Educational Institution, Affiliate, and Institutional members must be members of APPA.
12. Rights and Privileges – Regular members of RMA are entitled to the following:
 - a. Copy of the minutes from the Annual Members meeting and proceedings of the annual meeting. Copies of the most recent minutes and proceedings will be available on the RMA website.
 - b. Receive copies of publications printed by RMA and email or other electronic media messages intended for the members at large.
 - c. Request that certain subjects or questions be discussed at annual meetings.
 - d. May attend any annual meeting.
 - e. May hold office in RMA.
13. 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.
14. 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.
15. 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, President-elect, Secretary, Treasurer, Communication Coordinator, Historian, Annual Meeting Coordinator, Committee Chairs of the RMA Information and Research, Professional Development, Professional Affairs, Awards & Recognition, and Membership Committees, two (2) delegates to the APPA Board of Directors, four (4) Annual Meeting Host Committee Chairs, and one (1) Business Partner representative.
2. Code of conduct - All officers shall exemplify and strive to maintain the highest attributes of personal and professional character, honesty, and integrity. Officers will uphold these qualities and encourage them in others. Any officer may be removed from office by the affirmative vote of three fifths of all the executive committee at any regular or special meeting called for that purpose, for conduct detrimental to the interests of the association, for lack of sympathy with its objects, or for refusal to render reasonable assistance in carrying out its purposes. Any officer proposed to be removed shall be entitled to at least five days' notice in writing by mail of the meeting of the executive committee at which such removal is to be voted upon and shall be entitled to appear before and be heard by the executive officers at such meeting.
3. Rules of Operation – Unless otherwise provided by these bylaws, the latest edition of the Robert's Rules of Order, as far as practical, shall govern the parliamentary procedures of the Board of Directors.
4. Election – The new president-elect shall be elected at the annual meeting by a majority vote of eligible voting members in attendance. All appointed officers must be ratified at the annual meeting by a majority vote of eligible voting members in attendance.

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

- a. Be composed of the officers of RMA and the APPA Liaison (ex-officio).
- b. Rule on questions of policy that arise between Annual Meetings.
- c. Name a replacement for any officer of RMA who for any reason shall become unable to perform the duties of their 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 the Annual Election and Ratification 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 the Annual Meeting Coordinator, the Communications Coordinator, the Secretary, the Treasurer, the Historian, all RMA Committee Chairs, and all Annual Meeting Host Committee Chairs by majority vote of the Board of Directors upon ratification by the membership of RMA.
- n. Authorize the President to recommend the Committee Chairs to the APPA President as the regional nominations for the similar APPA committees.
- o. Recommend an annual budget to be approved by a majority vote of eligible voting member institutions present and voting at any annual meeting of RMA. The approved annual budget may be amended, altered, changed, added to, or deleted from not to exceed a variance of 10% of the approved total expense budget by the affirmative vote of the majority of the RMA Board of Directors on behalf of the membership.

6. Executive Committee— The Executive Committee shall:

- a. Consist of the President, President-Elect, Junior Representative and Senior Representative.
- b. The Executive Committee shall be responsible for fact finding and making recommendations to the full Board for concerns brought forth with regard to the conduct of officers and members of RMA.

- c. Act as the Board's agent during times of emergency that may prohibit a meeting of the full Board.
 - d. Act as the Board's agent on all matters that the Executive Committee determines would be imprudent to wait for the next Board meeting to take such action.
 - e. Report to the full Board within 10 days any action that it makes on behalf of the Board.
- 7. Seek ratification for urgent decisions made by the Executive Committee on a timely basis from the full Board.
- 8. President – The President shall:
 - a. Preside at all meetings.
 - b. Recommend replacement of any officer who for reasons shall become unable to perform the duties of the office and appoint special positions as necessary to accomplish the goals and objectives of RMA with the approval of the Board of Directors.
 - c. Recommend removal of any board member who is no longer serving the mission and goals of RMA. This removal must be approved by three fifths (3/5) of the Executive Committee.
 - d. Serve as a member and chairman of the Board of Directors.
 - e. Provide an annual report to APPA for the Facilities Manager magazine.
 - 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.
- 9. President-elect – The President-elect shall:
 - a. Become president automatically after serving a term as president-elect, 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. Discuss and counsel with the Board of Directors and the Annual Meeting Coordinator, on arrangements and program for the succeeding annual meeting.
 - d. Serve as liaison between the Student and State Chapters and the RMA Board of Directors.
- 10. Annual Meeting Coordinator – The Annual Meeting Coordinator shall:
 - a. Be appointed by a majority vote of the Board of Directors upon ratification by the membership of RMA for a three-year term and may serve no more than 2 successive terms.

- b. Constitute a RMA Annual Meeting Committee consisting of representative(s) from the current Annual Meeting Host Committee, Year 1 Annual Meeting Host Committee Year 2 Annual Meeting Host Committee, Year 3 Annual Meeting Host Committee, representative from the Professional Development Committee, and at least one “at large” representative. Representatives may serve on both the Annual Meeting Committee and any other RMA committee at the same time.
- c. Schedule and chair committee meetings to address current Educational Forum issues. Meetings may be scheduled at the discretion of the Annual Meeting Coordinator and current Annual Meeting Host Committee Chair.
- d. Assist in coordination of Educational Forum physical arrangements and, with Educational Forum Host Chair, submit to the Treasurer an itemized report of funds needed for the annual meeting.
- e. Recommend to the Board of Directors the Year 1, Year 2 and Year 3 Annual Meeting Host Committee Chair, Host Institution, and meeting location.
- f. Coordinate with the Year 1 and Year 2 Annual Meeting Host Committees and the Professional Development Committee Chair canvassing of members for suggestions and help for upcoming program, instruct contributors on form of papers to be presented at their respective meetings.
- g. Prepare reports for the Board of Directors regarding the current Educational Forum.
- h. Serve as liaison between the current Annual Meeting Host Committee and Business Partners.
- i. Develop and present to the Board of Directors for approval any budget item deemed necessary by the Annual Meeting Host Committees.
- j. Develop and present to the Board of Directors for approval the Committee charge for the upcoming year at the annual meeting.
- k. Be responsible for Business Partner members, ensure compliance with Business Partner policies and procedures, and maintain business partner membership records annually.

11. Communication Coordinator – The Communication Coordinator shall:

- a. Be appointed by a majority vote of the Board of Directors upon ratification by the membership of RMA for a three-year term, 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 coordinating the RMA website and the publication of an on-line newsletter on an ongoing basis. Place content on the website in a timely manner including but not limited to minutes from Board of Director and Annual Members meetings, and proceedings

from the annual educational conference. Ensure alignment and consistency of the regional messages with those from APPA.

- c. Appoint a member from each state or province to serve as a correspondent and report items that will appear in the on-line newsletter.
- d. Annually submit a budget plan to the Board of Directors and arrange through the President or Treasurer for funds to cover the costs of the website and any printed publications.

12. Secretary – The Secretary shall:

- a. Be appointed by a majority vote of the Board of Directors upon ratification by the membership of RMA for a three-year term, 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. Keep minutes of all Board of Directors meetings ensure their availability to all members via the RMA website.
- c. Keep minutes of the annual meeting and ensure their availability to all members via the RMA website.
- d. Keep the official correspondence file.
- e. Maintain all correspondence for three years at which time the oldest files will be transmitted to the Historian for retention and archiving.

13. Treasurer – The Treasurer shall:

- a. Be appointed by a majority vote of the Board of Directors upon ratification by the membership of RMA for a three-year term, 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 and ensure their availability to all members via the RMA website.
- d. Coordinate completion of the RMA IRS reporting requirements and submit the report to APPA.

14. National Delegates

- 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.

- i. The Junior Representative shall serve as the liaison and sponsor for the 14ers Club to ensure its membership strives to attain the role as mentor for which it was founded.
 - ii. The Senior Representative shall canvas membership in cooperation with a nomination committee and submit candidates for the elected and appointed positions at the mid-year meeting. Additionally, shall serve as the liaison with the Emeritus members.
- 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.

15. Historian – The Historian shall:

- a. Be appointed by a majority vote of the Board of Directors upon ratification by the membership of RMA for a three-year term and may be reappointed for successive terms.
- b. Attend all Board of Directors and Annual Membership Meetings and submit an annual report to the Board of Directors on the Historian's activities.
- c. Ensure that each RMA annual meeting is appropriately documented with photographs of the meeting and activities. These photographs, taken by the Historian, the hosting institution or professional photographers, shall be placed in an album or computer disc and combined with the annual meeting proceedings to highlight the annual meeting including awards and presentations, social activities, education sessions, business partners, etc. When compiled and completed a copy of the proceedings will be made available to the Communications Coordinator for placement of the RMA website.
- d. Compose, publish and distribute an addendum to the RMA History, originally authored by H. Val Petersen, commencing with the 50th anniversary and for each successive decade thereafter.
- e. Coordinate with the Secretary to maintain a repository of RMA's historical documents, papers, reports, publications, annual meeting proceedings, etc. These records will be passed on to the new Historian at the end of the Historian's tenure.
- f. Recommend to the Board of Directors those records, documents, etc., that should be destroyed in accordance with good records management processes. Only records, documents, etc., approved by the Board of Directors shall be destroyed.
- g. Submit any costs associated with the preparation, publication and distribution of any historical documents for approval by the Board of Directors.

16. Business Partner Representative – The Business Partner Representative shall:

- a. Be elected by a majority vote of the RMA Business Partner Members (or appointed by a majority vote of the Board of Directors in the lack of a Business Partner Members candidate) for a two (2) year term, with a maximum of two consecutive terms.
- b. Be a voting member of the Board of Directors.
- c. Must be an RMA Business Partner Member.
- d. Attend all Board of Directors and Annual Membership Meetings.
- e. Election to this position shall not be construed as endorsement, actual or implied, by RMA.

17. Chair, Information and Research - The Chair shall:

- a. Be appointed by a majority vote of the Board of Directors upon ratification by the membership of RMA and will serve for three years. Committee Chair term may be extended for one additional year upon request of the Committee Chair and approval by the Board of Directors.
- b. In coordination with the Board of Directors, constitute a RMA Information and Research Committee consisting of at least 4 but not more than 8 additional members representing different states/provinces in RMA. One committee member may be a representative of a RMA member institution from adjoining states, provinces, or countries.
- c. Schedule and chair committee meetings to address key issues and business of the committee. Meetings will be held at least once a year at the annual RMA Educational Forum.
- d. Prepare reports and report to the Board of Directors at the mid-year and annual meetings on the committee actions during the past year.
- e. Develop and coordinate Regional information and research programs and support for the APPA Information and Research Committee's various programs.
- f. Serve as liaison between the APPA Information and Research Committee and the RMA Board of Directors.
- g. Develop and present to the Board of Directors for approval the Committee charge for the upcoming year at the annual meeting.
- h. Develop and present to the Board of Directors for approval any budget item deemed necessary by the Regional committee.

18. Chair, Professional Development Committee – The Chair shall:

- a. Be appointed by a majority vote of the Board of Directors upon ratification by the membership of RMA and will serve for three years. Committee Chair term may be extended

for one additional year upon request of the Committee Chair and approval by the Board of Directors.

- b. In coordination with the Board of Directors, constitute a RMA Professional Development Committee consisting of at least 4 but not more than 8 additional members representing different states/provinces in RMA. One committee member may be a representative of a RMA member institution from adjoining states, provinces, or countries.
- c. Schedule and chair committee meetings to address key issues and business of the committee. Meetings will be held at least once a year at the annual RMA Educational Forum.
- d. Prepare reports and report to the Board of Directors at the mid-year and annual meetings on the committee actions during the past year.
- e. Develop and coordinate Regional education programs and support for the APPA Professional Development Committee's various programs.
- f. Serve as liaison between the APPA Professional Development Committee and the RMA Board of Directors.
- g. Develop and present to the Board of Directors for approval the Committee charge for the upcoming year at the annual meeting.
- h. Develop and present to the Board of Directors for approval any budget item deemed necessary by the Regional committee.
- i. Develop and coordinate Regional training assessments.
- j. Recommend a professional development committee member to participate in the RMA Annual Meeting Committee.

19. Co-Chairs, Professional Affairs and Awards & Recognition Committee – The Co-Chairs shall:

- a. Be appointed by a majority vote of the Board of Directors upon ratification by the membership of RMA and will serve for three years. Committee Co-Chair terms may be extended for one additional year upon request of the Committee Chair and approval by the Board of Directors.
- b. In coordination with the Board of Directors, constitute a RMA Professional Affairs/Awards & Recognition Committee consisting of at least 4 but not more than 8 additional members representing different states/provinces in RMA. One committee member may be a representative of a RMA member institution from adjoining states, provinces, or countries.
- c. Schedule and chair committee meetings to address key issues and business of the committee. Meetings will be held at least once a year at the annual RMA Educational Forum.

- d. Prepare reports and report to the Board of Directors at the mid-year and annual meetings on the committee actions during the past year.
- e. Develop and coordinate Regional professional affairs programs and support for the APPA Professional Affairs Committee's various programs.
- f. Develop and coordinate Regional awards and recognition programs and support for the APPA Awards and Recognition Committee's various programs.
- g. Serve as liaisons between the APPA Professional Affairs and Awards and Recognition Committees and the RMA Board of Directors.
- h. Develop and present to the Board of Directors for approval the Committee charge for the upcoming year at the annual meeting.
- i. Develop and present to the Board of Directors for approval any budget item deemed necessary by the Regional committee.
- j. Be responsible for the scholarship processes. Solicit institutions for applications. Promote scholarships at annual meetings. Ensure compliance with policies and procedures for scholarships. Recommend recipients at the mid-year meeting.

20. Chair, Membership Committee – The Chair shall:

- a. Be appointed by a majority vote of the Board of Directors upon ratification by the membership of RMA and will serve for three years. Committee Chair terms may be extended for one additional year upon request of the Committee Chair and approval by the Board of Directors.
- b. In coordination with the Board of Directors, constitute a RMA Membership Committee consisting of at least 4 but not more than 8 additional members representing different states/provinces in RMA. One committee member may be a representative of a RMA member institution from adjoining states, provinces, or countries.
- c. Schedule and chair committee meetings to address key issues and business of the committee. Meetings will be held at least once a year at the annual RMA Educational Forum.
- d. Prepare reports and report to the Board of Directors at the mid-year and annual meetings on the committee actions during the past year.
- e. Develop and coordinate Regional membership programs and support for the APPA Membership Committee's various programs.
- f. Serve as liaison between the APPA Membership Committee and the RMA Board of Directors.

- g. Develop and present to the Board of Directors for approval the Committee charge for the upcoming year at the annual meeting.
- h. Develop and present to the Board of Directors for approval any budget item deemed necessary by the Regional committee.
- i. Working closely with the Secretary, maintain an up-to-date and accurate membership list by Institutions and Members, including State and student chapters.

21. Annual Meeting Host Committees – Annual Meeting Host Committees shall:

- a. Be established three years prior to the annual meeting. There will be multiple annual host committees at any given time.
- b. Each annual meeting host committee will include the year of the annual meeting in the committee name to provide clear distinction between committees.
- c. Annual Meeting Host Committees will be comprised of members from the State or Province selected to be the location of an annual meeting.
- d. Each Annual Meeting Host Committee will:
 - i. Plan the programs to be presented at the meeting.
 - ii. Handle all logistics of the annual meeting, including location, and registrations.
 - iii. Be diligent in preparing the proceedings of the annual meeting.

22. Annual Meeting Host Committee Chairs – The Chairs shall:

- a. Be appointed by a majority vote of the Board of Directors upon ratification by the membership of RMA.
- b. As duly appointed members of the RMA Board of Directors, attend all Board of Directors meetings and be included in all Board of Directors discussions.
- c. Become a full member of the Board of Directors at the annual RMA Members Meeting three years prior to the Annual Meeting that they will be hosting, and remain a full member of the Board of Directors until replaced at the annual RMA Members Meeting following the Annual Meeting that they have hosted.
- d. Working with their respective committees, handle all physical arrangements for their respective annual meeting and advise the Board of Directors on programs of their respective annual meeting.
- e. Coordinate with the Annual Meeting Coordinator to select a site and make the physical arrangements for their respective annual meeting.

- f. Follow the counsel of the Board of Directors in arranging the program for their respective annual meeting and have it approved before authorizing the preparation of papers.
 - g. Plan their respective annual meeting and prepare a budget for approval by the Board of Directors.
 - h. Submit to the Treasurer an itemized report of funds needed for their respective annual meeting, and at the end of the annual meeting submit an itemized report of actual revenues, donations, and expenses including information such as the final attendance figures.
 - i. Discuss and counsel with the Board of Directors on arrangements for their respective annual meeting.
 - j. Working closely with the Professional Development Committee, select appropriate educational sessions and presenters.
 - k. Working closely with the Historian, be diligent in preparing the proceedings of the annual meeting.
23. 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. The Board of Directors shall set the meeting dates.
- 2. Quorum – For the transaction of business of RMA at Annual Members meetings, the majority vote of the eligible voting member institutions and affiliate members present at the annual meeting shall stand, except as provided in Article VI. An “eligible voting member institution or affiliate member” is one that meets the criteria of Article III.
- 3. Order of Business – Order of business at Annual Members meetings shall include approval of minutes and Treasurer’s reports, reports from standing and select committees, selection of future meeting sites, election and ratification of new officers and appointed members of the Board of Directors, 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. The Board of Directors shall set meeting dates. The Board of Directors may conduct phone conferences or other forms of conferencing throughout the year as needed or decided upon by the President.

ARTICLE VI – FOURTEENERS CLUB

The Rocky Mountains are part of the North American Cordillera, which stretches 3,000 miles from Alaska through western Canada and the United States into northern Mexico. The centerpieces of this dramatic uplift are the 54 peaks over 14,000 feet, or "Fourteeners" as they are affectionately referred to by climbers.

1. Purpose - The purpose of the Fourteeners Club (a.k.a. 14ers Club) is to:
 - a. Promote a recognition program for individuals within RMA who aspire to greater heights.
 - b. Support RMA in its mission to “promote and develop the leadership capabilities of the higher education facilities management professional by providing timely opportunity for communications, partnerships, and education.”
 - c. Recruit and mentor others to prepare for and fulfill leadership roles at their own institutions, within RMA and within APPA International.
2. Membership – Membership in the 14ers Club is considered an honor and is acknowledged for those who have reached a milestone in their participation with RMA. Membership in the 14ers Club is open to all RMA members who are in good standing and meet the longevity, participation and service requirements. Members of the 14ers Club shall be committed to advancing the goals of RMA, and in addition be committed to the promotion of hospitality, communication and comradeship within the region.
3. Eligibility for Membership - To become a member of the 14ers Club RMA members must climb fourteen (14) peaks. Criteria for eligibility must be approved by the Board of Directors and be available to all RMA members.
4. Lead Climber – The Lead Climber shall be selected by majority vote of the 14ers Club membership present at the annual meeting. There will be no limitation on the number of years for which an individual may be re-elected. The Lead Climber shall:
 - a. Attend the Fall RMA Board of Director’s meeting and report on the status of the organization. The annual report shall include an update on the program’s development, mentoring prospects and recruitment status.
 - b. Ensure applications for new membership and Climbing Buddy requests are available on the RMA website.
 - c. Receive and process application requests.
 - d. Initiate new members into the 14ers Club.
 - e. Coordinate Climbing Buddy assignments.
 - f. Maintain records of 14ers Club membership and Climbing Buddy assignments.

5. 14ers Club Members – Upon acceptance into the 14ers Club new members will pledge during the initiation program to continue their contribution and service through mentoring others and supporting the regional organization.
6. Climbing Buddies – A “Climbing Buddy” concept shall be incorporated to promote comradeship and mentoring. Gumbies, the term applied to novice climbers, may request a climbing buddy. Upon approval by the Lead Climber, a 14ers Club member will be assigned to the gumbie as a climbing buddy. Communication frequency will be informal and left up to the climbing buddies, however frequent contact is encouraged.
7. Honorary Memberships – Honorary membership into the 14ers Club shall be permitted upon approval of the RMA Board of Directors.
8. Annual Meeting – The 14ers Club shall meet annually during the RMA Annual Educational Forum. Meetings shall include:
 - a. Election of the Lead Climber.
 - b. Initiation and recognition of new members.
 - c. Distributing milestone peak climbing awards.
 - d. Assignment of climbing buddies.

ARTICLE VII – REVISIONS

Any regular or affiliate 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 60 days before the annual meeting at which a vote is scheduled to be taken.

These bylaws of RMA may be amended or 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.

Administrative edits to these Bylaws of RMA may be amended, altered, changed, added to, deleted from, or repealed by the affirmative vote of the majority of the RMA Board of Directors on behalf of the membership.

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;
September 19, 2003, in Sedona, Arizona;
September 21, 2004, in Jackson Hole, Wyoming;
September 14, 2005, in Vail, Colorado;
September 22, 2006, in Billings, Montana;
October 1, 2008, in Park City, Utah;
September 23, 2009, in Tucson, Arizona;
October 20, 2010, in Coeur D'Alene, Idaho
September 14, 2011, in Regina, Saskatchewan, Canada
September 18, 2012, in Sheridan, Wyoming

Appendix F

The 7 Key Strategies of APPA's Strategic Plan 2006 - 2010

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 the expectations of members, staff, regions, and state/local chapters 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.

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

The 7 Key Strategies

In order to achieve the desired outcomes of competency, collaboration, and credibility, APPA's Board of Directors approved full implementation of 7 Key Strategies which constituted the main focus and direction for APPA's staff and volunteer committees over the next three years.

1. **Develop and execute a branding initiative.** Branding is a process. One that requires intentional organizational focus on the member's perception of our identity and image, and the clarity of our message. We must clarify the value proposition and cleanly differentiate ourselves from other peer or competitor organizations.
2. **Develop and implement an enhanced website to become the go-to resource for facilities questions.** As the world shifts technologically from information to communication, it will be critical for APPA to compete with other providers by improving the content and delivery of its website.
3. **Expand research to build credibility and visibility by senior institutional officers.** To accomplish this end, we must target strategic, institutionally focused projects and activities that will serve to increase the awareness of the facilities profession with senior institutional officers.
4. **Engage in symbiotic and collaborative partnerships.** APPA will increase the depth and breadth of its information and offerings, broaden its scope and value, leverage its resources, and create increased synergy across the facilities and educational community.
5. **Engage young facilities professionals.** APPA ensures a focus on the future that is knowledge-based and technologically improved.
6. **Provide targeted, cutting-edge educational programs.** Two new educational programs will be added to the present complement of educational programs: Supervisors Toolkit, Institute for Facilities Management, and Leadership Academy to fully provide for the continuing professional development needs of both mid-level managers and senior facilities officers.
7. **Establish credible and valued credentialing programs for individuals and institutions.** APPA will develop and deliver two credentials. Although a significant undertaking, its time has come. The need for a curriculum-based credential/designation for the young educational facilities professional is overdue. The corresponding need for a certification for the seasoned professional will take more time to develop since it will incorporate both the body of knowledge of facilities management and successful demonstration that knowledge has been shared and applied at the institutional level.

This 7 Key Strategies initiative was very successful had had many accomplishments. The following is a short summary.

The 7 Key Strategies - Accomplishments

- Developed and executed a Branding Program
- Developed and implemented a cutting edge web site to be the “Go To” resource and to ensure brand clarity
- Expanded research to build credibility and visibility
- Engaged in symbiotic and collaborative partnerships
- Engaged young professionals in the organization
- Provided targeted cutting edge educational programs
- Established credible and valued credentialing programs for individuals

Strategy 1: Branding – Accomplishments

- Validated the APPA name
- Established the Tag Line as “Leadership in Educational Facilities”
- Standardized Logo usage & Graphics
- Launched new Brand Identity at APPA 2007 Conference
- Communications & Marketing Strategy established

Strategy 2: The Website - Accomplishments

- Website search engine capability revitalized
- Navigation site map, graphics design, content standards & templates developed and ready for uploading (see handout)
- Organizational databases upgraded and released to regions
- Production plan established for website re-launch

Strategy 3: Expand Research –Goals & Accomplishments

- Growth of CFaR
- Built credibility & visibility
- The “Source” for data, standards, benchmarks, and strategic issues (e.g., significantly upgraded FPI survey; webinars offered; & a FPI institutional-based training program was launched)
- Two major research projects were unveiled across higher education (e.g., delivered several webinars on the Student Recruitment & Retention study; and, “Buildings: The Gifts That Keep on Taking”)

Strategy 4: Collaboration – Accomplishments

- Strategic alliances enhanced & International MOU’s established
- Business partnerships & sponsorships increased
- Regulatory partnerships (e.g., EPA, CSHEMA, NACUBO)
- Joint sponsorship & events with other organizations:
- Developed the APPA’s Thought Leaders Series Briefs
- Published a renewable energies book with NACUBO & SCUP
- “Buildings: The Gifts That Keep on Taking” Research project/book with AUA, SCUP, & NACUBO
- Developed a Sustainability Anthology; Space Planning book with SCUP; Facilities Finance special program first delivered at the February 2008 Institute
- The code advocacy program comes alive in the magazine’s Code Talkers column.

Strategy 5: Engage Young Facilities Professionals – Accomplishments

- Delivered marketing brochure explaining value to young professionals
- Membership Assessment Study completed with Outreach/Recruitment Plan
- Generational issues better understood and being addressed
- Credentialing/Certification programs developed (EFP and CEFPP)
- Ongoing professional development opportunities (e.g., established Career Track column in e-newsletter and magazine)
- Explored new membership categories/expanded associate member access (e.g., Voting Assessment Task Force established)

Strategy 6: Cutting-Edge Educational Programs – Accomplishments

- Created a futures-focused, themed “APPA 200Xconference”
- Established a “Senior Facilities Officers Summit”

Strategy 7: Establish Credentialing Program - Accomplishments

- EFP (Educational Facilities Professional) - A knowledge-based certificate program targeted to the young facilities professional.
- CEFPP (Certified Educational IFacilities Professional) - A full professional certification targeted to the experienced facilities professional based on knowledge, experience, and eligibility that is renewable every 3 years.

In 2010, APPA President Darrel Meyer announced a new set of APPA strategies that built on the 7 Key Strategies and laid the foundation for the next APPA strategic initiative that would be announced in 2011.

Plan of Action 2010-11

In July 2010 APPA leadership launched a “plan of action” that focused on the critical challenges that facility professionals were facing by promoting several strategies:

- Engage young facilities professionals
- Promote alignment and create synergy among, across, and between International APPA, the regions, and the state and local chapters
- Recruit and retain several targeted institutional classifications such as community colleges, K-12 schools, HBCU’s, and small liberal arts colleges
- Utilize Thought Leaders Symposium (TLS) content for program development, new publications, and targeted research effort(s)
- Evaluate content and delivery of existing programs to ensure they are affordable, accessible, and focused on current issues and needs and utilizing innovative delivery technologies
- Enhance strategic alliances and partnerships
- Execute delivery and dissemination of the certification credentials (EFP & CEFP)

This set of action plans also proved to be very successful and led to many initiatives that RMA is still working on or participating with in 2012. Some significant accomplishments are listed below.

APPA/Regional Relationship Task Force

A task force of representatives from a variety of areas within the APPA organization, and led by past APPA president Alan Bigger, worked diligently to define and identify joint International APPA/regional association goals with regard to mission and roles, program content and delivery, and overall leadership development.

APPA Facilities Drive-In Workshops

This initiative has incredible potential to be a win-win for both APPA and business partners. This program was created to provide the local delivery of professional development and training to educational facilities professionals within a two-hour driving distance to the workshop site by reaching out to professionals who may not have access to training and professional development opportunities due to operating budget restrictions or similar constraints. It also served to encourage networking and engagement of facility professionals within the APPA organization.

Engaging Community Colleges

APPA leadership took action by developing several specific initiatives to increase recruitment and engagement of community colleges. In May 2010 the president of each of the APPA six regions were asked to recommend a person to serve in a group of Community College “Champions.” This group would assist APPA in identifying ways to further engage APPA’s community college members and prospective members in APPA activities. Since that time, the community college engagement group has been steadily increasing in numbers and has made tremendous strides in developing initiatives to support community college facility professionals. Specifically relating to RMA, a community college state symposium was organized by Bill Ward from Pima Community College and Polly Pinney from Arizona State university in May 2010. The symposium was promoted as a state-wide event at which facilities professionals could receive information on relevant issues and gain valuable networking from those in attendance.

Engaging the Emerging Facilities Professional

As APPA shifted from the 7 Key Strategies from 2006, to the plan of action in 2010, to a new Strategic plan in 2011, there was a common focus on developing programs and initiatives to engage the young facilities professional. Even though there were advancements, APPA leadership recognized that the organization needed to place a greater emphasis on developing future leaders within the facility management profession. APPA leadership and committees worked hard to reach out to students in facility management degree programs, as well as to new/young facility professionals already working for an educational institution. APPA now has a website that provides information on how to hire a student intern. APPA Vice president for Professional Affairs, David Cain, assembled a new/young facilities professional group, now known as the “Emerging Facilities Professional” subcommittee, to generate a list of ideas that will be shared with the APPA Board, staff, and entire membership.

APPA Strategic Plan **Budget Years 2011-2014**

BACKGROUND & CONTEXT:

Since its founding in 1914, APPA has become a premier association serving its diverse membership of international educational institutions in all areas of facilities management. Just as poor performing facilities are a hindrance to learning, high performing facilities are an enhancement to learning. APPA understands the critical nature of this truth and the vital role of facilities professionals in both managing the facilities and pursuing proper organizational alignment with the institutional vision and mission. APPA's programs, products, and services are designed to equip facilities professionals with technical knowledge and administrative acumen to increase their effectiveness in providing safe, clean, and functional facilities to their campus communities. With all of its history, experience, and professional resources, APPA is the association of choice for educational facilities professionals and their institutions.

APPA volunteers and staff leadership reviewed various studies and surveys to evaluate the association's performance and give direction for the future. This involved thinking strategically about actions that are necessary to support APPA's mission while maintaining programmatic viability and financial stability. These issues and elements are captured in the Strategic Plan, contained herein, that intends to strengthen the overall position of the organization and its members. This plan contains Objectives that articulate the desired results, Five Leading Strategies that define actions, and Five Foundational Elements that are keys to success. This plan is a "living/breathing" document that will change somewhat over time. However, its purpose and intent is to set the association's direction and allocation of its resources.

VISION: "To become a global partner in learning" by fostering competency, collaboration, and credibility for the facilities professional and their organizations in support of the institutional mission.

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

PRINCIPLES & VALUES: "Integrity, Honesty, Respect, Fairness, Diversity & Inclusiveness, Transparency, Encouragement, Growth & Development, Service, Quality, and Collaboration"

OBJECTIVES:

I: ENGAGEMENT:

Desired Result

Our intent is to purposefully engage a diverse group of stakeholders and be inclusive in their involvement. Engagement has exceeded targeted levels for identified stakeholders (where engagement is defined internally as involvement in committees, leadership, educational programs, research projects, and publications; and externally as collaborative activities with other organizations, associations, and agencies).

Comment

Engagement occurs across all levels of the institution, school, and supplier community and APPA International regions and chapters. Individual stakeholders feel involved and can access information and services at their time and place of choice. Collaborations and partnerships are active and vibrant internally and externally ensuring strong relationships, increasing APPA International's depth and breadth, and developing future leaders.

II: MARKET SHARE:

Desired Result

Market share of membership levels has exceeded targeted levels.

Comment

APPA International has achieved brand clarity by tailoring its message to diverse yet targeted audiences. Membership is strong touching over 70% of its diverse but targeted niche markets. Stakeholder relationships with emerging facilities professionals, business partners, regions and chapters, internationals, and external organizations/agencies have been enhanced delivering noticeably greater value.

III: DEFINED ROLES:

Desired Result

There are defined roles and offerings at each level of the organization and all stakeholders perceive APPA as a single, unified entity.

Comment

There is alignment and synergy between APPA International, its regions and chapters, and international alliances with respect to their programs and services; thereby increasing their value to all stakeholders. The phrase "We are APPA" is well understood across the entire community.

IV: CREDIBILITY & INFLUENCE:

Desired Result

APPA has achieved credibility throughout the entire educational enterprise.

Comment

The awareness of the educational facilities profession has been enhanced. APPA International is the “go-to” resource for educational facilities questions, thereby setting the “standard” for the profession. The facilities professional has achieved measurable influence and credibility within their institutions/organizations.

FIVE LEADING STRATEGIES:

1: ENGAGE ALL STAKEHOLDERS:

- a) Develop and implement Engagement Plans for all stakeholders both internally and externally.
- b) Establish localized delivery systems that touch stakeholders at their time and place of choice.

2: BROADEN THE MEMBERSHIP:

- a) Develop and implement Recruitment and Retention Plans with packaged programs, benefits, and services that effectively target varied market sectors and expand market share.

3: DEVELOP FUTURE LEADERS:

- a) Develop and implement plans to create, engage, and replenish a future generation of leaders.
- b) Define appropriate roles and responsibilities for APPA International and its regions and chapters to ensure a consistent, smooth and well-orchestrated delivery system exists.
- c) Further assess important generational differences to ensure succession planning is “considered” and effective. d) Partner with accredited educational institutions with Facilities & Construction Management related degreed programs to groom future leaders.

4: ENHANCE PROFESSIONAL DEVELOPMENT OFFERINGS:

- a) Develop and implement training and development offerings in collaboration with the international community, its regions and chapters to ensure content meets the needs of all stakeholders in the educational community.
- b) Further clarify and utilize the APPA designed “professional development continuum” to aid in targeted career planning for all stakeholders.

5: EXPAND RESEARCH:

- a) Expand research to build credibility and assure broad dissemination to all stakeholders. Increase collaborative opportunities with external organizations and agencies. b) Ensure that the Body of Knowledge remains fresh, vibrant, and up-to-date for use by all stakeholders at their time and place of choice.

**The following five “foundational elements” will be embedded in every strategy. They represent key support actions that will be essential, albeit critical, for program viability, successful delivery, and ultimate achievement of each strategy. It is similar to the development of a “business plan” for each strategy.*

FIVE FOUNDATIONAL ELEMENTS*:

1: COMMUNICATION PLAN:

Refine and implement communication systems that are effective throughout all levels of the APPA organization. Clarify relationships, roles, and responsibilities to ensure consistency of brand messages and that all communications are well understood. Translate information into useful and meaningful knowledge that is highly accessible.

2: MARKETING PLAN:

Develop and implement an integrated marketing plan by tailoring messages to targeted market sectors and further defining APPA International’s value proposition. Increase awareness of and value for the facilities profession with senior institutional officers.

3. TECHNOLOGY PLAN:

Fully leverage computer/ web-based and other effective technologies. Employ targeted activities that enhance and expand the role of technology in APPA International’s content and delivery systems.

4. METRICS & MEASURES THAT DEFINE SUCCESS:

Develop and utilize metrics that will assess reliability and viability of all APPA programs, products, and services. Establish measures that define “success” and, thereby enhance the effectiveness of plan execution.

5: RESOURCE MANAGEMENT:

Identify resource requirements necessary for short and long term feasibility of operational planning and implementation. Utilize cost/benefit analyses, ROI, established benchmarks and metrics, and feasibility criteria in making go/no-go decisions of programs and services to ensure continued financial health and stability.

Appendix G

RMA STRATEGIC PLAN

October 2009

The mission of RMA is to elevate the leadership and influence of facilities professionals.

Strategic Goals:

Goal 1 - "Update the annual meeting program to better meet the needs of the average member."

We would like the Professional Development committee to take responsibility for this goal and to create some guidelines for the annual meeting program so we are better meeting the needs of our average member.

Goal 2 - "Create and support mentoring programs via the 14ers Club." We would propose that John Morris and the 14er Club members, with assistance and support from the Awards and Recognition Committee, develop this goal into something that has merit and real value for all of our members.

Goal 3 - "Develop an RMA communication strategy that supports marketing of programs and celebrates achievements of members." We would like to see the Information and Research Committee take the lead on this goal and work closely with the Communications Coordinator. We felt collaboration with the Professional Affairs committee would also be required to be successful in achieving this goal.

Goal 4 - "Improve the scholarship program, including marketing, accessibility, and breadth." We felt this goal could best be pursued by the Professional Development Committee as they oversee the educational program offerings of RMA.

Goal 5 - "Create targeted training opportunities in RMA, e.g., limited travel, state or sub-region focus, or electronic media/webinars, etc." We felt this goal could also be best pursued by the Professional Development Committee working with the RMA president.

Goal 6 - "Translate the RMA/Business Partner relationship into a more mutually beneficial association, e.g. more benefit to business partners and the average member." We felt the Professional Affairs committee, working with the annual meeting coordinator, and with assistance from the 14ers Club members, would have the best opportunity to lead to achieving this goal.

RMA STRATEGIC GOALS

August 2012

The mission of RMA is to elevate the leadership and influence of facilities professionals.

Goals:

- **Increase membership 5% by 2015.**

The strength of every organization is in its membership. The RMA Board assigns the Membership Committee the responsibility for this goal; including but not limited to developing recruitment and retention package that will help grow RMA.

- **Increase the number of EFP and CEFP qualified Individuals in RMA by 10% per year**

The RMA Board feels it is important to provide credentialing opportunities to the members of RMA. The RMA Board asks the Professional Development Committee to work with member institutions to create and market credentialing opportunities.

- **80% of exhibitors at RMA annual meetings are official RMA Business Partners.**

RMA Business Partners are a critical element to the success of RMA. The RMA Board believes the Professional Affairs Committee, working along with the Annual Meeting Coordinator, the Business Partner Liaison and with assistance from the 14ers Club members, has the best opportunity to lead the effort to successfully achieve this goal.

- **Increase website hit rates by 20% per year from Q1-2 (2012) levels.**

The RMA Board believes it is import to provide timely and accurate information to our membership. The RMA Board asks the Communication Coordinator working with the RMA President to keep the information on the website and other social media sites up-to-date.

- **Increase the RMA participants in five key activities 30% by 2015:**

- **Tool kit** (Professional Development)
- **Conference attendance (244 at last conference)** (Professional Development)
- **Scholarship applications (2 this year)** (Awards and Recognition)
- **Published articles** (Information and Research)
- **Drive-in workshop** (Membership and Professional Development)

Participation is critical to the success of any organization. The RMA asks the various committees work towards growing participation in these 5 key activities.

- **Increase revenue by 30% to support the mission of RMA.**

To provide the educational and professional development programs to the membership, RMA must remain financially sound. The RMA Board asks the President-Elect to work with APPA to seek new revenue and sharing opportunities.

- **Update the annual meeting program to better meet the needs of the average member.**

The RMA Board asks the Professional Development committee to take responsibility for this goal and to create some guidelines for the annual meeting program so that RMA is better meeting the needs of its average member.

- **Increase 14ers Club members by 20% annually (2012 membership 45) with an associated increase in Climbing Buddies of 30% annually (2012 membership 17) each of the next three years.**

The 14ers Club provides a unique opportunity to recognize RMA's members who have successfully achieved a certain level of achievement while in turn utilizing this experience to offer mentorship opportunities to RMA's newer members. The RMA Board assigns the 14ers Club Lead Climber along with all of the others 14ers Club members the responsibility for this goal and reach out to recruit new 14ers and climbing buddies.

Appendix H

RMA ANNUAL REPORTS PUBLISHED IN THE *Facilities Manager* MAGAZINE

RMA 2003



USS Lexington

**Rocky Mountain Region
Polly Pinney Conference Director
Dave Brixen, RMA President/ Co-
Conference Director**

A location described as “one of the most beautiful places on earth” by numerous travel magazines was the site for the 2003 RMA Educational Conference hosted by Arizona State University. The theme “Golden Prospects” reflected the first 50 years of RMA—looking to the future of our profession while celebrating our past. Nestled in the Red Rocks of spectacular Sedona, Arizona, at the Sedona Hilton, 358 RMA members, companions, Business Partners, and presenters assembled September 18-20, 2003, to celebrate the 50th Anniversary of the Rocky Mountain Association.

We were honored to have APPA's Executive Vice President Lander Medlin, APPA Staff Liaison for RMA Francine Moore, and many of RMA's Emeritus Members join us.

The golf tournament commenced on Thursday morning at the gorgeous Sedona Golf Resort. The four-star rated course, which winds around the famed red rocks of Sedona, provided both a challenge and a good time for the participants.

In the afternoon, participants had an opportunity to take a ride on the Verde Canyon Railroad, a four-hour train trip through a true wilderness canyon, past Sinagua ruins and geological rarities, and through a riparian habitat for endangered waterfowl and wildlife. That evening we were treated to an outdoor patio reception hosted by our Business Partners.

On Friday, we gathered early for the Welcome Breakfast with greetings

from ASU Deputy Executive Vice President Scott Cole and an inspiring keynote address by nationally recognized speaker Ron Canham focusing on leading our organizations forward during change. After breakfast, the many and varied educational sessions began.

While the delegates spent time furthering their knowledge, sharing their expertise and experiences with one another, and spending some quality time in the exhibit hall, some of the companions were off on a Pink Jeep Tour, four wheeling to the summit of the Mogollon Rim to view the panoramic red rocks. Others visited Tuzigoot National Monument—the remnants of one of the largest pueblos built by the Sinagua Indians, Jerome State Historic Park, or Jerome, a historic mining town that seems suspended on the side of Mingus Mountain.

After an event filled day we all headed to the Blazing M Ranch for an evening that included a chuck wagon buffet and a western show featuring cowboy poetry, comedy, music, a rather odd fellow named Otis, and of course, time to renew friendships and enjoy one another's company.

The next morning, after breakfast with our Business Partners in the exhibit hall, the delegates assembled for Roundtable Sessions to discuss hot topics in facilities management and

exchange experiences. Meanwhile, the companions spent their time experiencing the energy vortexes in Sedona and learning Chakras, a tool for creating vibrant health within the body, mind, and spirit.

Mid-morning the buses left for a trip to Arizona's spectacular Grand Canyon with a stop on the way for our group photo in front of picturesque Bell Rock. The canyon, overlooking the Colorado River 5,000 feet below, is one of the seven Wonders of the World.

Our conference concluded Saturday evening with a wonderful banquet and entertainment by comedian Carlos Oscar with Gary Lloyd providing country western tunes for dancing. We celebrated our past, present, and future by awarding the 2003 Presidential Award to Jeff Turner of Casper Community College for his outstanding contributions to RMA, the Lee Newman Award for outstanding service by a Business Partner to Lerch Bates and Associates Inc., the Val Peterson Award for outstanding contributions to the quarterly newsletter to Esther Federico of Pima Community College, and five-year Business Partner Awards to 3D/I and APS Energy Services.

The evening concluded with the installation of the RMA Board and President Dave Brixen by APPA and RMA Past President Gary Reynolds.



RMA attendees pose in front of Bell Rock.

RMA 2003

Thanks to the RMA Board and committee members for their support. They are as follows: David Brixen, president, Arizona State University; Mark Shively, 1st vice president, University of Wyoming; Tommy Moss, 2nd vice president, Colorado State University; Eakle Barfield, 3rd vice president, Montana State University; John Bruning, secretary/treasurer, University of Colorado, Boulder; Paul Smith, newsletter editor/APPA junior representative, Pima Community College; Craig Bohn, APPA senior representative, University of Utah; John Morris, historian, Colorado State University; Wayne White, annual meeting coordinator, Utah State University; Nancy Hurt, Membership Committee, Colorado State University; Eakle Barfield, Professional Affairs



Jeff Turner, left, and Dave Brixen

Committee, Montana State University; George Stumpf, Awards and Recognition Committee, University of Colorado, Health Science Center; Polly Pinney, Educational Programs Committee, Arizona State University; and Harvey Chace, Information & Research Committee, University of New Mexico.

Thanks also to a truly exceptional 2003 Conference Planning Committee. They are: Ted Cary, Carrie

McNamara-Segal, Fred Giles, Dennis

Ederer, Doug Sanford, Joe Metzger, Vance Linden, Cindi Brennen, Jim Newell, Val Peterson, Linda Quihuis, Joanne Rollins, Sonny Alvarado, and Priscilla Crosswhite—a special thank you to Wayne White for his support with the Business Partners.

See the RMA 2003 website at <http://fmis.fm.asu.edu/GoldenProspects.html> for additional meeting photos.

Mark September 18-21, 2004, on your calendar and we'll see you in the Grand Teton National Park at Jackson Lake Lodge. As one of our committee puts it, "sort of like jumping from the fire to the freezer." See you in Jackson!

* * *

Pacific Coast Region Debbie Aguilar, Towny Angell, Tony Ichsan, and Anna Weskerna PCAPPA Board members

Towny Angell, Reed College, with the assistance of Richard Bettiga, Lewis and Clark College, and John Hall, Linfield College, and their incredible staff, hosted the 52nd PCAPPA meeting and educational conference. The theme of the meeting was "Vision is the Mission" and the site was along the waterfront of the Willamette River in Portland, Oregon.

The four-day conference was well attended (175 delegates, 35 vendor booths, and 51 contributing Business Partners) and offered topics on all phases of facilities management. APPA President Brooks H. Baker III attended the conference and participated in several workshops. He brought a great dose of southern wisdom and hospitality to our meetings and provided a big picture perspective of APPA's upcoming direction.

Reed College President Colin Diver also joined us and shared his encouraging words and perspectives. Attendees were treated to a motivational and uplifting experience by guest speaker Dr. Thomas Tursich and a presentation on "Supervisory Tool Kit: Nuts and Bolts of Facilities Supervision" by Pep Hazlett. Chong-Hie Choi, director of finance and administration and liaison to PCAPPA, attended and provided information from APPA headquarters.

Aside from the educational sessions offered, attendees enjoyed a wonderful tour of Reed College including a delicious ice cream social, a boat cruise aboard the *Willamette Star* on the beautiful Willamette River, and, for the golfers, a gorgeous day at Langdon Farms. Other exciting adventures included tours of the Japanese and Chinese gardens, Powell's City of Books which provides a world-class offering of titles as the largest independently-owned new and used bookstore in the world, and the Pittock Mansion, completed in 1914, which offers a look at a bygone era.

The conference concluded with the awards banquet with the following awards being presented. The Presidential Award of Appreciation, for an outstanding conference showcasing their northwestern hospitality, was presented to Reed College's Towny



Brian Worley and APPA President Brooks H. Baker III

RMA 2004



Rusty Stroud participates in an exercise as part of the Supervisor's Toolkit training program.

One hundred thirty-eight Business Partners, representing 70 companies, showcased products and services ranging from architecture to water-proofing. They also sponsored the golf tournament, City of Fountains Tour, Sunday Night Football, welcome breakfast, breaks, lunch buffet, the bar-b-q competition and night at Union Station Pavilion, the jazz crawl, and the awards banquet and reception.

The spouse/guest program was well attended and included admission to any of the conference functions as well as two special events. The special events included a trip to County Club Plaza which featured 180 stores and boutiques along with lunch, and a trip to the steamboat *Arabia*, a ship that was recovered 132 years after sinking in the Missouri River. Preservation techniques and displays of recovered items from the *Arabia* highlighted this visit. Upon return to the hotel, this industrious group did a service project for the benefit of Habitat for Humanity.

Running concurrently with the conference was Supervisor's Toolkit: Nuts and Bolts of Facilities Supervision. This new training program from APPA was presented by regional trainers and included 30 participants from 14 institutions. It focused on direct interaction between supervisors on systematic approaches that can be used in organizing, managing, moti-

vating, and meeting customer expectations. The group worked at skills enhancement in these areas and on other difficult people situations and proudly reported that one of their own was the winner of the grand prize drawing for the Caribbean Cruise.

The banquet and awards ceremony celebrated the hard work and dedication of many outstanding members. Terrific entertainment capped the evening and those "strong of heart

Cottey College; and Newsletter Editor, Vickie Younger, Kansas State University.

A really big CAPPa thanks to Jane and Darrel Meyer and the Metropolitan Community College staff for hosting such an outstanding event!

Mark your calendars for September 16-21 and join us in Little Rock in 2005!



The Grand Tetons Viewed from Jackson Lake Lodge

and constitution" headed out for the Jazz Crawl. David Millay, University of Arkansas/Little Rock, gave an overview of early plans for CAPPa 2005. We are looking forward to another exciting year!

The business meeting was held Wednesday morning. Reports were given and President Ed Rice led the installation of new officers. The 2004-05 CAPPa officers include: President, Darrel Meyer, Metropolitan Community Colleges; 1st Vice President, David Millay, University of Arkansas/Little Rock; 2nd Vice President, John Greene, Trinity University; 3rd Vice President, Michael Johnson, University of Arkansas; APPA Junior Representative, Art Jones, Black Hills State University; APPA Senior Representative, Al Stoverink, Southeast Missouri State University; Education Chair, Pat Apel, Maryville University of St. Louis; Information Services Chair, Terry Major, Southeast Missouri State University; Membership Chair, Randy Culver, Black Hills State University; Secretary, Arthur E. Sykes, Eastfield College; Treasurer, Neal Swarnes,

Rocky Mountain Region

Mark Shively
RMA President

The 52nd RMA meeting was held September 18-21, 2004, in Jackson Hole, WY, with the theme of "New Thinking." Attendees stayed at the picturesque Jackson Lake Lodge which featured 60-foot picture windows framing the Grand Tetons and was situated on a bluff overlooking Willow Flats where moose could be seen grazing.

APPA representatives attending the meeting included APPA President Ed Rice, who addressed the attendees at the Tuesday's morning breakfast, Executive Vice President Lander Medlin, and Publications Manager Betsy Colgan.

Along with registering for the meeting on Sunday, attendees could play in a golf tournament at the Jackson Hole Golf and Tennis Club or choose to take a bus tour to Yellowstone National Park where Old Faithful was the featured attraction and performed admirably. Sunday evening the Business Partners opened the exhibits and

RMA 2004



RMA Attendees at the Diamond Cross Ranch

hosted a reception and social hour.

Monday's keynote speaker, Dr. Philip L. Dubois, president of the University of Wyoming, spoke on the changes that are affecting higher education and the challenges facilities management will face with these changes. Educational sessions on Monday included Change Management, Facilities Management's Role in Recruitment and Retention, Total Ownership Experience, and Motivational Environments.

Monday evening's social event was a trip to the Diamond Cross Ranch owned by Grant and Jane Golliher.

Grant says "horse whispering is borrowed wisdom and older than the hills and plains the wild mavericks run." Using a restraint-free approach, he demonstrated his skills in training a young colt and by the end of the demonstration was riding Fury with ease. Grant also entertained RMA attendees with his legendary cowboy poetry. A wonderful dinner of barbeque ribs and chicken topped off the evening.

Tuesday began for some with a trail ride along the crest of the Tetons. The views were spectacular and some of the riders wished the horses would

pay more attention to the trail rather than to the views and to the other horses. Sessions for the day included Facilities Management from an Academic Perspective and Facilities Reinvestment: Capital Renewal/Reinvestment. In the business meeting, future meeting sites were announced: 2006, Billings, Montana, hosted by Montana State University and 2007, Albuquerque, hosted by the University of Mexico. The evening ended with a banquet and entertainment from The Centennial Singers from the University of Wyoming. Awards presented at the banquet were Presidents Award, John Bruning, University of Colorado at Boulder; Newsletter



RMA 2004-05 officers Eakle Barfield, John Morris, Tommy Moss, Mary Vosevich, Paul Smith, Mark Shively, Dave Brixen

Award, Paul Smith, Pima Community College; Business Partners Award, Stanley Consultants, Inc.; and Certificates of Appreciation to Eakle Barfield, Montana State University, Craig Bohn, University of Utah, and Dave Brixen, Arizona State University.

The 2004-05 RMA officers are President, Mark Shively, University of Wyoming; 1st Vice President, Tommy Moss, Colorado State University; 2nd Vice President, Eakle Barfield, Montana State University; Secretary Treasurer, John Morris, Colorado State University; Newsletter Editor, Paul Smith, Pima Community College; APPA Senior Representative, Paul Smith, Pima Community College; and APPA Junior Representative, Dave Brixen, Arizona State University.

The grand prize winner of the big screen TV, donated by the Arizona Sponsor Group, was Lee Richardson,

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RMA 2004

facilities manager, University of Montana-Western, Dillon, Montana.

Thanks to Jenn Coast, conference co-director, Mike Milam, educational programs, Stan Hobbs, prizes and gifts, Rachael Sisneros, Kari Hallingbye, and Darcy Bryant, for business partner and financial support.

The 2005 RMA meeting will be held September 11-14 in Vail, Colorado and hosted by Colorado State University. See you there!

Pacific Coast Region

John Schulze,

PCAPPA Newsletter Editor

Scott Burns and his incredible staff from San Diego State University hosted the 53rd annual meeting and educational conference in beautiful sunny downtown San Diego. The theme for the conference was "Work—Sun—Fun" in no partic-

ular order and every effort was made to maintain this balance throughout the four-day conference.

The conference was well supported with 305 delegates and 73 vendor representatives in attendance. Thanks to the great weather, some of the vendor booths and part of the lunch areas were outside with easy access to the interior spaces. J. R. Huffman and James Alwine of San Joaquin Chemical once again provided a generous donation for educational scholarships and sponsored a great evening's entertainment at a local restaurant in San Diego's historic Gaslamp district. This continued a long history of generous support by San Joaquin Chemical and they are much appreciated by PCAPPA.

The educational sessions followed three tracks: Code and Technical Issues, Sustainability, and Innovative Practices. Educational sessions for these three areas included Sustainable

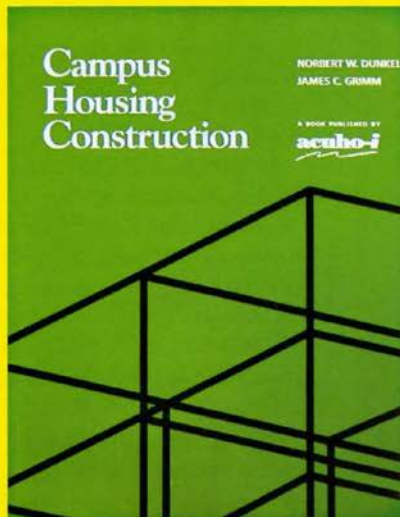
Campus Operations from the University of Washington, Impacts of New Codes on Elevators from Tyco/Simplex, and The Place for Covey in Facilities Management from the University of Puget Sound. Mark Hunter, chair of the Education Committee, observed that one of his most enjoyable duties in helping to host a conference is reading and compiling the comments received from the evaluations of the presentation. Over 800 evaluation surveys were received and contained many positive, helpful comments and suggestions for improving the process.

PCAPPA's Board has established an Educational Scholarship program to provide financial aid to individuals who wish to attend the PCAPPA conference or other APPA programs. A total of \$21,500 has already been awarded, and more scholarships are currently in process. The roots of this

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Edited by Norbert W. Dunkel and James C. Grimm



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University of Illinois Urbana-Champaign

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RMA 2005

Right Bid. UALR gave very interesting campus tours after a warm welcome by Chancellor Milazzo. The tours had a unique twist in that you were able to take an actual walking tour or a virtual tour. Others headed to the sports complex with anticipation of exciting things to come. The Razorbacks (the other Arkansas school) played University of Southern California while we were in Arkansas. Overall the weather was perfect, the people were beautiful, and we had a grand time that will be remembered for years to come.

Other information to report includes individual membership at



APPA Supervisor's Toolkit attendees check their communication skills.

645 and institutional membership at 197 with recruitment efforts continuing strongly. Technology 2005 had over 150 in attendance and included the Supervisor's Toolkit for the first time and offered an highly rated custodial program. Scholarship information was put out and a new push for drive-in workshops will begin. Information Services has to be commended for their outstanding efforts for improving the website and ease of registering on line. In the background of the website is an Easy Post function which allows host schools and board members quick reporting of registrants and event numbers. Darrel Meyer passed the gavel to David Millay and wished him much success with the coming year.



Darrel and Jane Meyer enjoy a ride down a lazy river with their guide Jeremy.

During the banquet, Supervisor's Toolkit graduates were recognized; Jane Meyer received the Newsletter award; Scott Turley, Bob Rau, and Kerry Cejka were given Certificates of Meritorious Service; Terry Major, David Gronquist, and Haley Lacy were given President's Awards; and Al Stoverink and Art Sykes were honored with Distinguished Member Awards. We are so proud of the accomplishments of our members. It has been a very good year.

Rocky Mountain Region

Tommy H. Moss

RMA President

The 53rd RMA Meeting was held September 11-14, 2005 in Vail, Co. with the theme of "Turn a new Leaf". We chose this theme because it's what goes on in the fall in our beautiful mountains. When we arrive at Vail, Co. the aspen leaves were in the process of turning from their rich green color to a vibrant gold color. This color change makes the aspen trees stand out among the greenery and pines in the Mountain countryside. The conference was held at the Vail Marriott, nestled at the base of Vail Ski Mountain.

APPA representatives attending the meeting included APPA Executive Vice President Lander Medlin and APPA President Jack Colby who addressed the attendees at the Tuesday morning breakfast.

The conference started Monday with a Golf tournament at Cotton Ranch Country Club, a Pete Dye course that can be challenging for any golfer. The majority of course is similar to a valley course, but there are three holes located on side of a mountain with a lot of drop off. For those who didn't golf you had the opportunity to go on a jeep tour. Participants rode in an open-air jeep through the White River National Forest around the Camp Hale Area. Camp Hale is the National Historic Site of the 10th



Camp Hale—the National Historic Site of the 10th Mountain Army Division.

Mountain Army Division. While some were relaxing in the mountains, registration was taking place on Sunday and Monday. Monday evening the Business Partners opened exhibits and hosted a reception and social hour.

With the leaves beginning to turn in the Colorado high country and with changes being seen daily in our institutions, this was a very timely theme. The Forum began building on the theme with the keynote address by John Jenson, who spoke of how



The bridge on the Jeep tour.

RMA 2005



Keynote speaker John Jensen.

institutions should inspire by coaching and mentoring others in the direction of good. He also discussed how to get members to become stronger and more compelling leaders. During the next two days participants were able to attend educational sessions on many diverse topics. Some of the topics included: How to Get Involved with CFaR, Irrigation Design Considerations for Alternative Water Sources, Developing a Sustainable Building Program Based on the LEED? For Existing Building Rating System, Creative Ways to Accomplish Deferred Maintenance, APPA Supervi-

sor's Toolkit Minimodules, and The Human Connection—Presentation/Communication Skills Workshop. With a total of 16 individual sessions offered, participants were able to take back to their respective institutions useful and current information.

Tuesday evening social events were based on the Vail area heritage from the Bavarian Alps of Europe. Helmut Fricker played his Zappon and sang songs with his band. Highlight of the evening was Jack Colby playing the flugel horn for us.

Wednesday evening had light entertainment at the social hour by Sal Mancini before dinner and our awards banquet. At the dinner the new officers were installed by Jack Colby. They are, Dave Brixen, Senior APPA Representative; Mark Shively, Junior Representative; Tommy H. Moss, President; Eakle Barfield, First Vice President; Mary Vosevich; Second Vice President, Kevin Hansen Third Vice President; John Morris, Secretary/Treasurer; Joseph Metzger, Newsletter; George Stumpf, Awards &

Recognition Committee Chair; Nancy Hurt, Membership Committee Chair; Lorenzo Cotton, Information & Research Committee Chair; Dave Button, Professional Affairs Committee Chair; and, Polly Pinney, Educational Programs Committee Chair.

Awards were presented to the following. Business Partner, West Inc., Award, Val Peterson Award, Mary Ellen Monroe, University of New Mexico, The Golden Nugget award was started to recognize universities registering the most participants at the conference. The 2005 recipients were Colorado College (enrollment under 5000), University of Colorado Health Sciences Center (5000-10,000), and Salt Lake Community College (over 10,000).

Special thanks go to a committee that put on an excellent program. They are Christine King, J.E. Dunn Construction, Chuck Gumeson, Gordon Gumeson & Associates, Lisa Jelliffe, Slater Paull Architects, Erik van de Boogaard Mesa State College, Rick Tonnessen, Western State, Al Mages, Fort Lewis College, John Morris, University of Colorado, and Colorado State University Representatives Nancy Hurt, Amy Kugelman, Jim White, Gene Stroh, and Steve Hultin. A high five to organizer extraordinary Jackie Lindsay.

The dinner closed with a barber-shop quartet, The Kowalski Twins, performing their unique version of songs.

The RMA 2006 Educational Forum will be held October 16-18 in Billings, Montana. See you there! 🏰



Helmut Fricker and Jack Colby provide the entertainment for Tuesday evening's social

RMA 2006



Pat Apel was given a President's Award for the many contributions he's made to the organization in various capacities, including the CAPPA Technology Conference.

David Millay, immediate past president; Mike Johnson, first vice president; J.B. Messer, second vice president; Larry Zitzow, third vice president; Arthur Sykes, secretary; Ron Smith, senior representative to APPA; Darrel Meyer, junior representative to APPA; Neal Swarnes, treasurer; Pat Apel, education chair; Randy Culver, membership chair; Terry Major, information services chair; and Vickie Younger, newsletter editor.

We are so proud of the accomplishments of our members; it has been a wonderful year in CAPPA-land!

Mark your calendars! CAPPA 2007 will be October 20 - 24, 2007, in Fayetteville, Arkansas, and will be hosted by University of Arkansas.

* * *

Rocky Mountain Region

Eakle Barfield
RMA President

The 54th RMA Meeting was held October 20-22, 2006 in the new Downtown Confer-

ence Center at Montana State University—Billings. Our theme was "Seeking New Frontiers" in celebration of the Lewis & Clark bicentennial.

The conference was preceded by an offering of "The Supervisor's Toolkit." The first official conference activity was an early Friday morning 10-boat fly fishing trip down the renowned Big Horn River. Then a group of golfers set out to conquer the Eagle Ridge course with the first three holes being played in the snow. Later in the day, a bus full of adventurers traveled to Pompey's Pillar, a major landmark from Lewis and Clark's epic "Corps of Discovery" journey, followed by a tour of the historic Little Big Horn battlefield. That evening our fabulous



Early morning fly fishing excursion on Big Horn River nets a big catch.

business partners hosted a reception at the Crowne Plaza Hotel.

APPA representatives Lander Medlin (executive vice president) and Alan Bigger (president-elect) welcomed the attendees at the opening breakfast Saturday morning. Futurist David Pearce Snyder delivered the keynote address on the "Future of Higher Education."

Thirteen educational sessions presented a broad range of topics from Energy Management (Mo Quoyami, University of California, Eastbay) to the Impact of Facilities on Student Recruitment and Retention (Gary Reynolds, Colorado College), which



Contestant rides a fierce bull at the National Finals Rodeo.

highlighted an outstanding educational venue. Additionally, 30 of our business partners showcased the latest technology advancements, products, and services. That evening, after a western BBQ, we attended the National Finals Rodeo.

At our annual business meeting, held on Sunday, members approved a major restructure of our organization by separating leadership roles from the responsibility of hosting our annual educational conference and adding our APPA committee chairs as members of the Board. These changes provide significant new opportunities for members to get more involved in our organization in a shorter time frame. We also approved the 14ers Club which recognizes a member's longevity and commitment to advancing the goals of RMA, as well as fostering communication and camaraderie within the region.

New officers installed during our awards banquet include: Mark Shively, senior APPA representative; Tommy Moss, junior representative; Eakle Barfield, president; Mary Vosevich, first vice president; Kevin Hansen, second vice president; John Morris, secretary/treasurer; Joseph Metzger, newsletter editor; George Stumpf, awards & recognition committee chair; Nancy Hurt, membership committee chair; Lorenzo Cotton, information & research committee chair; Dave Button, professional affairs committee chair; Sharilyn Philpott, educational programs committee

RMA 2006

chair; and Wayne White, annual meeting coordinator.

The following were recognized for receiving APPA awards: Nancy Hurt (Colorado State University) and John Morris (University of Colorado) received APPA's Pacesetter Award; Harvey Chace (University of New Mexico) received APPA's Meritorious Service Award; and Gary Reynolds (Colorado College) received APPA's Fellow Award.

RMA awards were presented to the following: Jonathan Ford (Montana State University—Bozeman) received the Val Peterson Award; GLHN Architects & Engineers received the Lee Newman Award; and Harvey Chace (University of New Mexico) received the President's Award.

The recipients of the Golden Nugget Award, which recognizes universities (by enrollment category) registering the most participants at the conference, were Sheridan College (enrollment under 5,000), Montana State University—Bozeman (5,000-10,000), and the University of New Mexico (over 10,000).

We also recognized loyal business partners for five consecutive years of participating in our annual forums: J.E. Dunn Construction, Spirotherm Incorporated, and Maximus. Nalco Company, Waxie Sanitary Supply, NSS Enterprises Incorporated, Arizona Group & GLHN, Chevron Energy Solutions, Stanley Consultants, Johnson Controls, Lerch Bates & Associates, and SSR/Gordon Gumeson and Associates have participated for ten consecutive years.

The highlight of the banquet dinner entertainment was Alan Bigger revealing his "cowboy legs" and joining in a rousing rendition of "Bob the Ram" with our country western entertainment, the Ringling 7.

Special recognition and thanks to Lea Geraud, all our conference committee members, and the staff of our Downtown Campus for an outstanding conference.

The RMA 2007 Educational Forum will be held jointly with our neighbors PCAPPA October 11-14, 2007, in Albuquerque, New Mexico. See you there!

* * *

Pacific Coast Region

Scott Burns

PCAPPA President

Learn, Implement, Evolve was the theme of the 55th PCAPPA Annual Meeting and Educational Conference held in San Jose, California, September 30 to October 4, 2006. It was a successful, meaningful, and memorable event which offered dynamic speakers and sessions on key issues and trends in facilities management and plant organization.

The well-organized conference was hosted by Tony Valenzuela, vice president of the annual meeting and associate vice president, Facilities Development and Operations at San Jose State University.

work." It was clear that this event was the place to share with peers what works.

Monday and Tuesday sessions provided further thought and instruction on leadership and employee development. The conference theme was reinforced in Monday's keynote session "The Leader Within" presented by Tom Hinton, founder and CEO of California Quality and Excellence.

Additional concurrent sessions ranged from topics on Creating a Hero Mentality to Preparing Operating Engineers for the Latest in Energy Efficiency and Technology. Information on conservation and effective use of energy was also presented in several sessions, with particular attention to LEED certification projects, photovoltaic cell installations, GIS technology implementation.

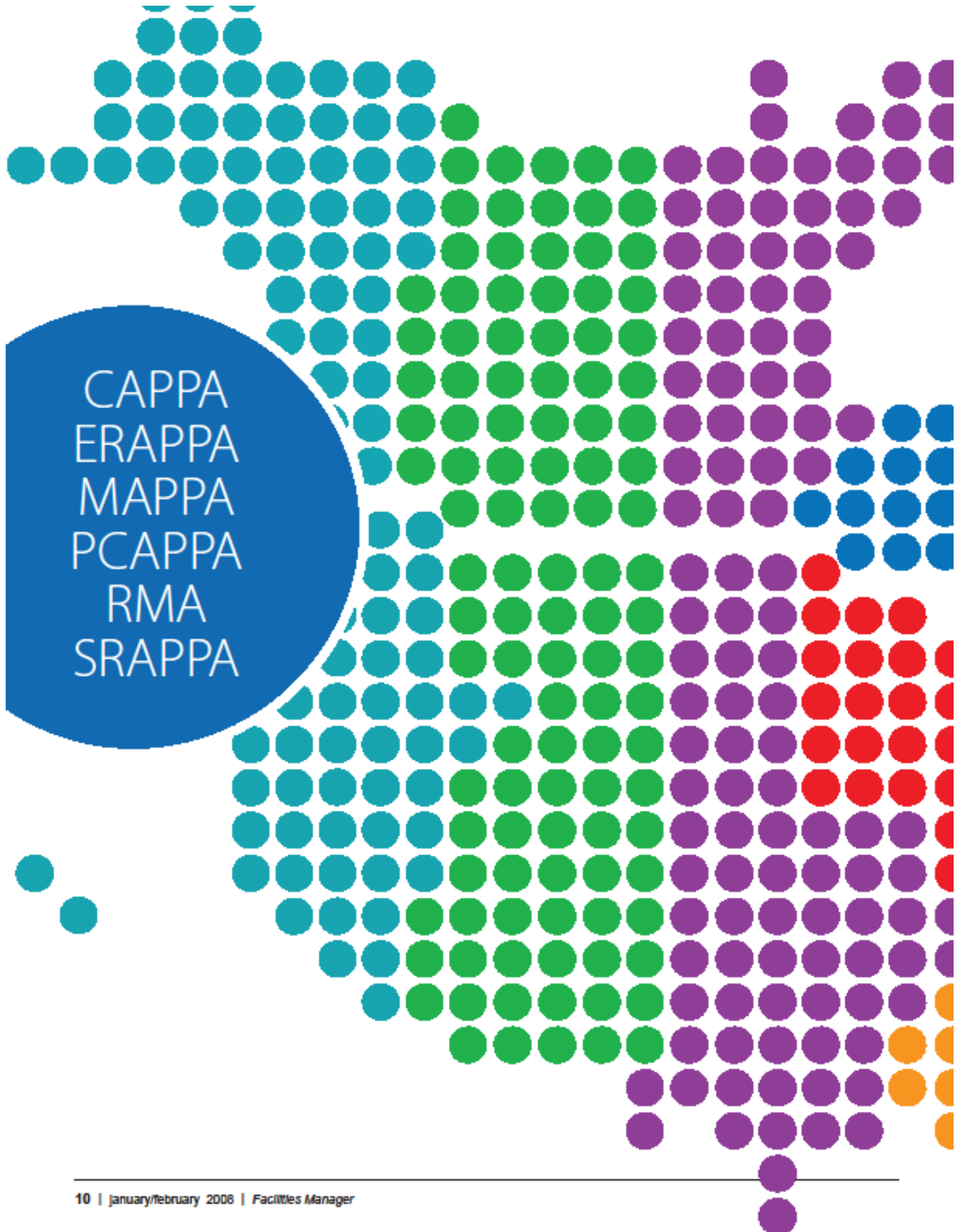
The popular discussion "What Can PCAPPA Do for You?" resulted in valuable comments and observations which will help membership outreach efforts and organizational goal development.



(From l to r) Bob Brown, Mary D'Agui Wells, and Laura Tantillo, of CSU Monterey Bay, are recognized for their work on the annual meeting by Scott Burns, PCAPPA President.

World renowned keynote speaker John Alston delivered the opening address Sunday, outlining the principles of altering how employees think, approach life, and meet challenges. With humor and engaging storytelling Alston illustrated that "what works, works and what doesn't work, doesn't

The conference ended with the banquet Tuesday evening. We were pleasantly entertained by the jazz quintet, Terminal 5. In his closing keynote address, John Alston admonished attendees that if they returned to their workplace after the conference and continue to approach





2007 REGIONAL REPORTS



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Participating in regions and state and local chapters is a great way to become active with APPA. Many APPA board and committee members began their service at a regional meeting.

Pacific Coast Region

Mark Hunter
PCAPPA Newsletter Editor

The joint annual PCAPPA & RMA conference October 10-13 in Albuquerque, New Mexico was a successful conference was had by all. Strong educational sessions formed the heart of three very full days; book-ended by first class golfing, a truly unique banquet, and surrounded by the incredible spectacle of a balloon fiesta.

If there was one message that rang out loud and clear in all of the educational sessions, it was sustainability. Eleven of 21 educational sessions and one of two keynotes focused on the many aspects of this broad topic. Throw in another three energy related presentations, and nearly 67 percent of the educational opportunities spoke to the important responsibilities of facility professionals in facing these serious challenges to our world today. What made the sessions so valuable was the positive thread that ran through many of the presentations, represented most clearly by the title of one session; "It's Easy Being Green." Still, education facilities professionals are nothing if not realists. Salas O'Brian Engineering presented the gory details of one LEED project that went drastically wrong (not one of theirs!). A wise man once said that we learn more from our failures than our successes...this conference let us learn from both.

Another area of significant focus at the conference was the largest resource managed by every facilities professional; our people. Keynote speaker Cecy Kuruvilla of Sodexo primed the group by describing the company's diversity and inclusion journey. She opened Sodexo's playbook and shared key staff development

strategies, highlighting their approach to the new generational challenges affecting business and higher education. The following sessions covered challenges in recruitment and retention, and building a new facilities organizational culture.

Leadership in educational facilities cannot be distilled into two topics, and there were plenty of additional sessions to demonstrate the breadth of knowledge necessary in our endeavors. Topics ranged from Doug Christensen introducing Life Cycle Management of the Facility portfolio, to Jeri King's work on reimbursement rates. One goal of the combined PCAPPA/RMA conference was sharing experiences from our two regions. The many and diverse sessions achieved this goal admirably by mixing presenters from across the western states and Canada.



PCAPPA attendees enjoy the International Balloon Fiesta.

The business meeting began with a welcome by President "Buzz" Nelson. PCAPPA officers each then briefly took the stage and provided a status update. Members heard that the treasury is sound, the scholarship program is successful and

available, membership is growing, and that next year our host is Robyn Pierce of Portland State.

Those individuals who have contributed outstanding service to PCAPPA were honored at the meeting, as well. This year the gentlemen so honored were Towny Angel and Dan Johnson. Towny received the warm thanks from PCAPPA for his six continual years of service to the PCAPPA Board. Dan received the Meritorious Service award for many years of dedicated efforts on both the PCAPPA board and the APPA board.

Finally, APPA's international board was ably represented by President Alan Bigger. President Bigger congratulated PCAPPA on its many successes both at the conference and in its wider support of facilities managers. He also took the opportunity to share the results of APPA's new branding endeavor.

The unique structure of this joint conference provided new opportunities for our business partners and new opportunities for our membership to meet vendors from the Rocky Mountain region. The conference facility layout wove the partner booths throughout the hotel, creating great ability for informal discussions and lots of face time. The closing meeting between business partner representatives and conference management staff was a very positive affair, with much praise for the style and amount of interaction possible.

2008 Regional Conference

PCAPPA
October 5-7, 2008 (tentatively)
Portland, OR
www.pcappa.org

The Pacific Coast Region consists of
Alaska, American Samoa, British Columbia,
California, Guam, Hawaii, Idaho, Nevada,
Oregon, Washington, Yukon Territory

Rocky Mountain Region

Mary Vosevich
RMA President

New Mexico was the host site for the joint RMA-PCAPPA annual meeting October 10-13 in Albuquerque. What a treat it was for RMA to host this year's conference with our colleagues to the west. It was quite an event as over five hundred attendees, including 60-plus business partners, came together to share knowledge and expertise.

We were honored to have APPA President, Alan Bigger, Immediate Past President, Christopher Ahoy, and Executive Vice President Lander Medlin in attendance. We were also fortunate to hold the meeting while the International Balloon Fiesta was taking place in Albuquerque. And, as is typical for any APPA affiliated event, we were all up at the crack of dawn the first day to play golf or go to the balloon fiesta.

Our conference theme—Sustaining a Balanced Mission—was very timely, as we are all challenged with operating our respective facilities in a more efficient manner. For many, sustainability means energy conservation. But it is important to note that it truly transcends all operations. Sustainability is about good human resources, good business practices, good customer relations, being accountable, and in short, doing the right thing. If we look around our organizations, there are opportunities galore to function in a more sustainable manner. To that end, I think our speakers and topics were right on point. The challenge now is to use the information that was presented and share it with our colleagues throughout our region.

We were honored to have Cecy Kuruvilla and Edward Mazria as our keynote speakers. Ms. Kuruvilla, Sodexo's Higher-Education Market Senior Director of Diversity, discussed this international mega-firm's "diversity journey." Most of us learned that we were traditionalists-in-boomer-clothing, exhibiting some Gen X and Y behaviors.

Ed Mazria, Principal of Mazria and Associates Architectural Consultants, delivered a presentation on Global Warming. Ed drew great applause for his riveting, non-political assessment. Few APPA audiences have been so deeply moved by a scientific and sociological review of the sustainability challenge we are facing.

The educational sessions that followed the keynote addresses were equally provocative and informative. We rallied PCAPPA's and RMA's most dynamic thought-leaders and innovators to deliver cutting edge presentations. Delegates had access to a balance of presentations from nationally recognized authorities on physical plant staff development, resource management, and sustainability. Most popular were sessions on early campus successes in advancing sustainability programs, new approaches to strategic asset management, and case studies that linked academic success to facility condition. Congratulations to those who designed an education program that

successfully competed with the "Land of Enchantment's" many attractions and distractions.

Boredom was not an option at this year's conference. In addition to outstanding educational sessions, our opening social and closing banquet dinner at the Hotel Albuquerque located in historic Old Town, along with our New Mexican fiesta-themed dinner at the beautiful Sandia Resort and Casino, a variety of special events and activities were offered. Delegates were treated to excursions to the 2007 International Balloon Fiesta which included the dawn patrol and special shapes rodeo, the Glowdeo and fireworks show, and the always exciting Saturday morning mass ascension of over 700 hot air balloons. New Mexico's incredible fall weather provided for a great day of golf for those playing in our conference golf tournament which was held at UNM's nationally recognized Championship Golf Course.

For those wishing to experience our southwestern culture, a day trip to Santa Fe or shopping in Old Town Albuquerque was just the ticket. In addition, conference attendees could choose an afternoon of New Mexico wine tasting at the beautiful



RMA mingled at the Welcome Reception with the background sounds of a Mariachi band.

2008 Regional Conference

RMA

September 28-October 1, 2008

Park City, UT

www.mappa.org

The Rocky Mountain Region consists of Alberta, Arizona, Colorado, Montana, New Mexico, Saskatchewan, Utah, Wyoming

Casa Rodeña Winery, take on an adventurous day trip to the Albuquerque Biological Park and Rio Grande Zoo, or spend the afternoon touring the University of New Mexico Campus, renowned for its pueblo-style architecture and high desert campus arboretum. In keeping with our New Mexico heritage, conference entertainment provided by Mariachi Nuevo Sonido, UNM's Alma Flamenco, and The New Mexican Marimba Band was enjoyed by all.

Southeastern Region

Kate Van Sant
SRAPPA Vice President for
Communications

The 56th Annual SRAPPA Conference—*Win, Place or Show*—was hosted by Northern Kentucky University, October 6-9 in Covington, Kentucky. The Riverfront Marriott was the official Conference hotel, a beautiful facility connected to the Northern Kentucky Convention Center offering ideal convenience for attendees, presenters, and exhibitors.

The festivities began on Saturday with the obligatory golf tournament, and the first official social event was an evening reception featuring shrimp cocktail, burrito, pecan pie, and generous helpings of many other delicacies, held next to the lobby gazebo of the Marriott.

The traditional SRAPPA diversity reception and women in facilities session were combined for a very successful presentation and workshop given by Deborah Love, Vice President for Institutional Equity at Tulane University. Many interesting educational sessions were offered, including several on sustainability and one on pandemic planning for higher education institutions.

Spouse tours included an up-close-and-personal look at a brewery and a historical



Above: Deborah Love, Vice President for Institutional Equity at Tulane University, and Sylvester Johnson, also of Tulane and Vice President at-Large of SRAPPA. Right: The members reconnected during the opening SRAPPA reception at the host hotel.



tour of Cincinnati. One of the highlights of the Conference was a trip to Keeneland Race track, where we ate lunch in the exclusive top floor of the club house and had a chance to bet on the horses. One of our members won \$400, but he paid me not to divulge his name.

SRAPPA officers selected for 2007-2008:

- Glenn Reynolds, President
- Larry Blake, President-elect
- John Malmrose, First vice president
- Dan Young, Second vice president
- Jeff Turner, VP for long-range planning
- Kate Van Sant, VP for communications
- Sylvester Johnson, VP-at-large
- Curtis Reynolds, Secretary/treasurer
- Ron Brooks, APPA representative-elect
- Marion Bracy, Junior APPA representative
- Joe Fisher, Senior APPA representative


Tuesday's reception was held at the Newport Aquarium, followed by banquet and address from the president of Northern Kentucky University. Attendees had an opportunity to explore the Aquarium, including the chance to pet a shark. Your

intrepid conference reporter dripped seawater all over the bus back to the hotel but enjoyed herself thoroughly.

President Brooks gave the President's Award to Northern Kentucky University and congratulated Larry Blake's staff

on an excellent conference, resulting in a standing ovation. The SRAPPA Service Award was presented to Bob McMains of Emory University, and Appreciation Awards went to David Gray and Brenda Dressler of Middle Tennessee State University.

The grand prize was an Alaskan cruise for two, won by Alyson Goff, Program Manager for Finance and Facilities for the South Carolina Commission on Higher Education.

Next year's Conference will be held at the Medical University of South Carolina in Charleston, and in 2009 SRAPPA will meet at Embry-Riddle Aeronautical University in Daytona Beach, Florida. 

2008 Regional Conference

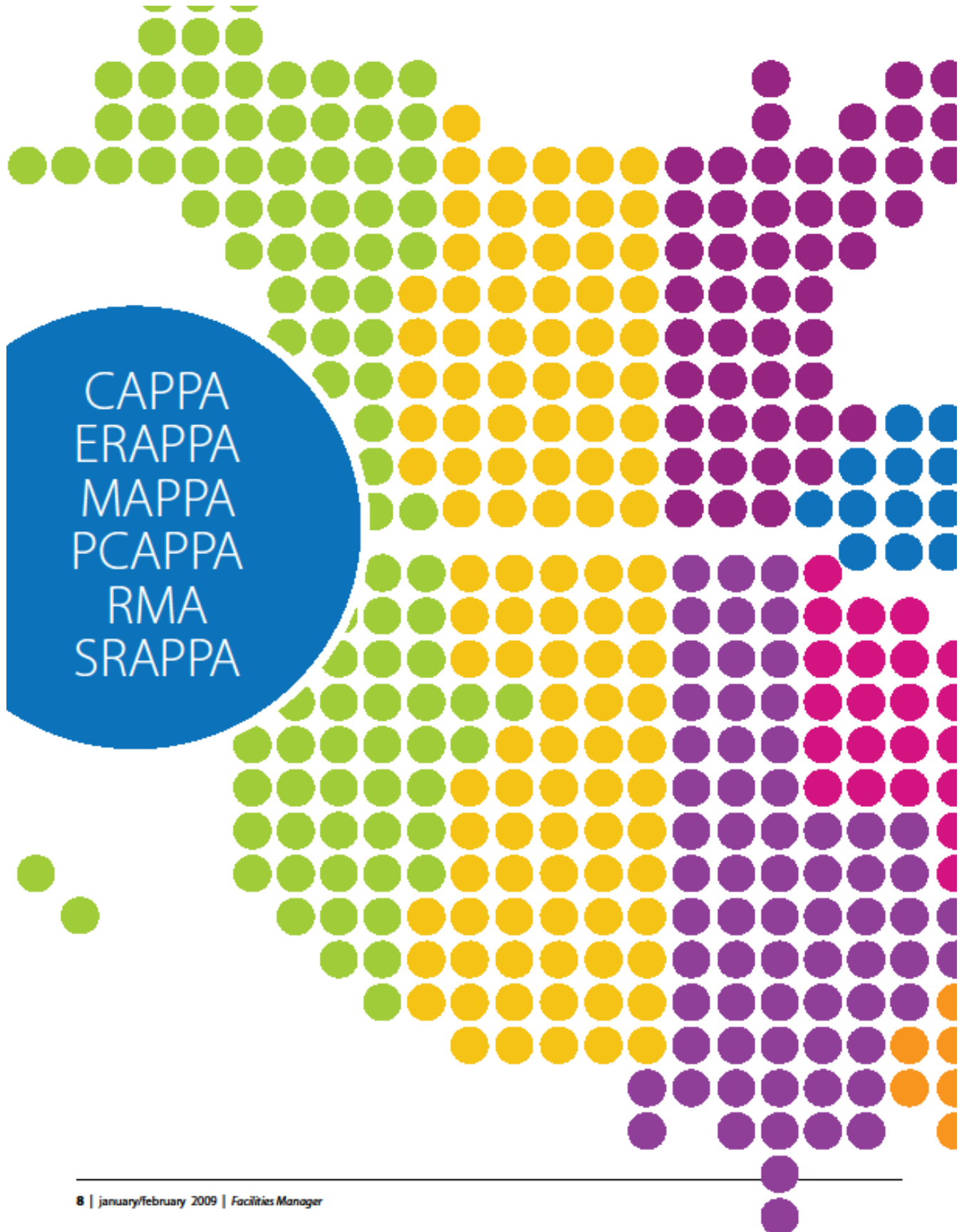
SRAPPA

October 25-28, 2008

Charleston, SC

www.srappa.org

The Southeastern Region consists:
Alabama, Florida, Georgia, Kentucky,
Louisiana, Mississippi, North Carolina,
Puerto Rico, South Carolina, Tennessee,
Virginia, West Virginia, Virgin Islands





2008 REGIONAL REPORTS

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RMA
SRAPPA

REGIONAL REPORTS

Rocky
Mountain
RegionKevin P. Hansen
RMA President

Webster State University had the distinct honor of hosting the 56th annual meeting of RMA, which was held at the beautiful Canyons Resort in Park City, Utah on September 28th through October 1. Almost 300 RMA members, guests, business partners, and friends enjoyed the unseasonably warm weather, the fabulous mountain and alpine vistas, and an incredible array of presentations and activities during the event. The theme for the event was "Achieving Excellence," and the theme was demonstrated in the venue, in the presentations, and in the activities. Park City was the host city during the 2002 Winter Olympics for several events, including the ski jumping, bobsled, luge, and snowboard aerials. It is home to the Utah Olympic Park, one of only a very few training sites for winter Olympic athletes in the United States.

Among the distinguished guests were Alan Bigger, Immediate Past President of APPA, and Lander Medlin, Executive Vice President of APPA. Also among our distinguished guests were the new RMA members from Idaho. Idaho transferred from PCAPPA to RMA this past year, and we welcome the great folks from Idaho to RMA.

Our conference theme, "Achieving Excellence," relates to the necessity we have as facility professionals to maintain our campuses to world class standards to attract high quality students, faculty, and staff and to create the atmosphere and environment where learning and research can occur unimpeded. This theme was tied into the

level of effort and dedication that Olympic athletes must achieve if they are to be successful in competing on the world stage. Both Olympic achievement and facilities achievement are predicated on the same basic principles; a clear vision of what we want to achieve, dedication and persistence in the face of numerous obstacles, and an unwavering desire to be the very best we can be, coupled with lots of hard work. Olympic Gold Medalist Nikki Stone, the first American to win a gold medal in aerial skiing at any Olympics, was our keynote speaker and related her story in earning her gold medal to our challenges as facilities professionals in achieving our goals and making our facilities world class. She was exceptional, and really motivated everyone to greater levels of achievement and success.

The many educational sessions that were presented during the conference highlighted other areas where excellence has been achieved by institutions or business partners, or a partnership of both. For example, Southern Utah University gave a presentation on using native plants to conserve resources, turn problem landscaping areas into stunning water-conserving natural art, and make their campus much more appealing. Utah State University showed how, through a systematic program of preventive and predictive maintenance, safety, and comprehensive performance measurement, they made time available to craftspeople and



Golfers get ready to start the day on the picturesque course prior to the RMA 2008 Annual Conference.

managers and improved the campus environment for students and faculty. Other presentations covered other essential aspects of facilities management, including long range strategic planning, carbon footprint reduction, electric power management, contractor relations and the synergism that is possible with common goals and understanding, commissioning and recommissioning buildings, and community and higher educational institutions partnership opportunities to assist each other in achieving their goals. We even had a presentation on what we can learn from Mickey Mouse in terms of customer service, creating a culture of success, and employee loyalty.

Personal excellence that leads to organizational excellence was addressed by Kirk Duncan, a local entrepreneur who enthralled his audience with his story of the skunk stuck in a jar. Without personal excellence, professional and institutional excellence is much more difficult to accomplish.

Besides the powerful impact of the educational sessions, other events promoted networking, socializing, and an appreciation of the splendor of Utah. Many attendees enjoyed the quiet, relaxing ride on the Heber Creeper railroad through some stunning mountain vistas. Others enjoyed golf on the renowned Mountain Dell golf course. The theme dinner for the conference was a progressive dinner at

2009 Regional Conference

Our next RMA annual meeting will be held September 20 to 23, 2009 in Tucson Arizona and is being hosted by the University of Arizona.

the Utah Olympic Park museum. Guests were able to leisurely stroll through the museum while enjoying various food items set up at several different food stations. The history and impact of winter sports on Utah was evident in the museum, as well as the artifacts and history of the 2002 Winter Olympics. The highlight of the evening was the Flying Aces All Stars ski-jumping show. Several Olympic athletes and Olympic hopefuls presented a dazzling aerial ski-jumping exhibition from various ski jumps into a pool of water. Reaching altitudes of up to 50 feet above the water, the athletes demonstrated the skills, training, dedication and commitment they have had to make to achieve world-class excellence in their sport. Adding to the excitement was the fact that the show was presented at the training facility they use to hone those skills for Olympic level competition. It was an electrifying display of talent and skill for everyone present.

Southeastern Region

John Malmrose
SRAPPA 2008 Conference Host

The Medical University of South Carolina, MUSC, hosted the 2008 SRAPPA conference in Charleston, South Carolina, October 25-28, 2008. Conference goals were for attendees to make new contacts and friends, learn something new, and have fun. The Conference Theme was "The Diverse Work Place." There were seven hours dedicated to interaction among attendees and exhibitors, and nine hours dedicated to educational sessions with three concurrent sessions during each of those nine hours.

An essential element of the conference was the Business Partners Exhibit Hall. Thirty-eight business partners joined us for the conference and demonstrated new products, acquainted us with their services, and made presentations to keep us current on events in our industry. We truly owe a debt of gratitude to our business partners who contribute in such a meaningful way to the success of the RMA annual meetings.

2008-2009 RMA Officers:

President: **Kevin Hansen**, Weber State University; President-Elect: **John P. Morris**, University of Colorado at Boulder; Secretary/Treasurer: **Erik van de Boogaard**, Adams State College; Newsletter Editor: **Joseph Metzger**, Arizona State University; APPA Senior Representative: **Eakle Barfield**, Montana State University – Billings; APPA Junior Representative: **Mary**

Vosevich, University of New Mexico; Awards and Recognition Committee Chair: **Jeff Buder**, Montana State University – Bozeman; Membership Committee Chair: **Viron Lynch**, Weber State University; Information and Research Committee Chair: **Greg Wiens**, Athabasca University; Professional Affairs Committee Chair: **Dave Button**, University of Regina; Professional Development Committee Chair: **Shawna Rowley**, Weber State University; Annual Meeting Coordinator: **Wayne White**, Utah State University; Historian: **Mark Shively**, University of Wyoming



A reception and dinner were held on the Aircraft Carrier USS Yorktown.

Social events included: A golf tournament at a course fronting the Charleston Harbor. A traditional low country meal at the American LaFrance Fire Museum, a wonderful display of fully restored historic fire engines and associated equipment. Campus tours of MUSC and Citadel, including a bagpipe performance at Citadel. A wonderful reception and dinner on the aircraft carrier USS Yorktown overlooking the Charleston Harbor was followed by music and dancing. The annual banquet was well attended, the host

committee was recognized for a great job, officers for the new year were sworn in, the gavel was passed, Embry Riddle gave a preview of the 2009 conference to be held in Daytona Beach October 22-28, and the conference grand prize, a 2008 Smart Car, was awarded by drawing to Dan Wolfe, University of Alabama.

Special plenary speakers were Neal Petersen, an around-the-world-alone sailor born in Cape Town South Africa, who inspired us with this life story of over-

2009 REGIONAL REPORTS

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CAPPA
ERAPPA
MAPPA
PCAPPA
RMA
SRAPPA



Social time during the sunset toast

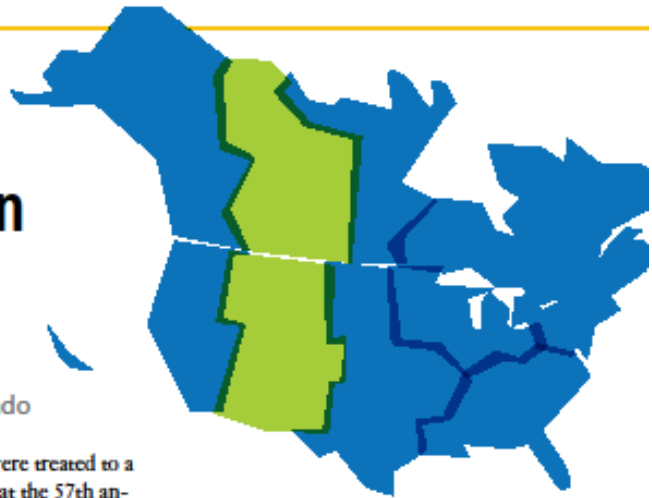
Secretary/Treasurer: **Brian Worley**,
Claremont McKenna College
Newsletter Editor:
Awards Committee Chair:
Tony Guerrero, University
of Washington, Bothell
APPA Senior Representative:
Robert Quirk, California State
University Long Beach
APPA Junior Representative:
Mark Hunter, Cal Poly,
San Luis Obispo
Education Committee Chair: **Kathleen
Shedler**, University of Alaska Fairbanks
Membership Chair: **John Wong**, British
Columbia Institute of Technology
Info Services Chair: **Richard Storfie**,
University of Nevada, Las Vegas
Professional Affairs Chair: **Tony Ichsan**,
Santa Rosa Junior College, Sonoma
County Junior College District
College Rep: **Towny Angell**,
Reed College/Portland Oregon
APPA Liaison: **Chong-Hie Choi**, APPA

2010 Regional Conference

September 25-29, 2010
Hyatt Regency Hotel
Bellevue, Washington

Rocky Mountain Region

John P. Morris
RMA President
University of Colorado



RMA members were treated to a warm welcome at the 57th annual meeting held at the Hilton El Conquistador Resort in Tucson, Arizona, September 20-23, 2009. The host committee lead by members of the University of Arizona Facilities Management Department presented another memorable event. This year's theme was "Learn-Lead-Influence." The focus of the 2009 RMA Conference was developing our future leaders within the facilities management field.

Recognition and thanks to Chris Kopach, University of Arizona, and all the host committee members, for an outstanding conference. A special thank you also goes out to all of the RMA Business Partners, who are an essential element of the conference. Your participation, support, contributions, and presentations are critical to the success of the RMA annual

meetings. We also wish a fond farewell to Wayne White for his many years of leadership as the Annual Meeting Coordinator.

Throughout the year, the RMA Board of Directors (BOD) developed a new strategic plan. The BOD agreed on the following mission statement: The mission of RMA is to elevate the leadership and influence of facilities professionals. The BOD decided that the "center of gravity," i.e., the single most important factor affecting RMA's future success was "the needs of our constituents." That is, all other efforts would be meaningless if we do not first address the needs of our constituents. The BOD also conducted a SWOT analysis (strengths, weaknesses, opportunities, and challenges) and reviewed characteristics of success in order



Deep concentration at a Techie Talk during a Business Partner break.

SRAPPA

REGIONAL REPORTS



John P. Morris

to develop a strategic plan. The six primary goals are:

1. Update the annual meeting program to better meet the needs of the average member.
2. Create and support mentoring programs via the 14ers Club.
3. Develop an RMA communication strategy that supports marketing of programs and celebrates achievements of members.
4. Improve the scholarship program, including marketing, accessibility, and breadth.
5. Create targeted training opportunities in RMA, e.g., limited travel, state or sub-region focus, or electronic media/webinars, etc.
6. Translate the RMA/Business Partner relationship into a more mutually beneficial association, e.g., more benefit to business partners and the average member.

RMA is also actively promoting its 14ers Club, which is unique to the Rocky Mountain region. The purpose of the Fourteeners Club (a.k.a. 14ers Club) is to:

- Promote a recognition program for individuals within RMA who aspire to greater heights.
- Support RMA in its mission to elevate the leadership and influence of facilities professionals.
- Recruit and mentor others to prepare for and fulfill leadership roles at their own institutions, within RMA, and within APPA.

At the first-timers welcome reception presenters discussed why one should become a member of RMA. One of numerous reasons to join is that RMA offers a continuum throughout an individual's career. Early in one's career, RMA provides value by offering training, networking, and learning. Later, RMA fulfills a need to share your wisdom and experience through mentoring. Overall, RMA is a

conduit to transfer knowledge and wisdom, provides an opportunity for fellowship, and is a venue for melding the science and the art of facilities management. The 14ers Club is designed to enhance this conduit.

2009-2010 RMA Officers:

President: **John P. Morris**, University of Colorado at Boulder
 President-Elect: **Dave Button**, University of Regina
 Secretary/Treasurer: **Erik van de Boogaard**, Adams State College
 Communications Coordinator: **Joseph Metzger**, Arizona State University
 APPA Senior Representative: **Mary Vosevich**, University of New Mexico
 APPA Junior Representative: **Kevin Hansen**, Weber State University
 Awards and Recognition Committee Chair: **Chris Kopach**, University of Arizona
 Membership Committee Chair: **Viron Lynch**, Weber State University
 Information and Research Committee Chair: **Greg Wiens**, Athabasca University
 Professional Affairs Committee Chair: **Jeff Butler**, Montana State University – Bozeman
 Professional Development Committee Chair: **Shawna Rowley**, Weber State University
 Annual Meeting Coordinator: **Luis Rocha**, University of Arizona
 Historian: **Eakle Barfield**, Montana State University – Billings
 APPA Liaison: **Lander Medlinn**, APPA

2010 Regional Conference

Mark your calendars! The RMA 58th Annual Meeting will be held October 18-20, 2010 in northern Idaho on the shores of the spectacular Lake Coeur d'Alene at the Coeur d'Alene Golf and Spa Resort, with the world famous "floating green." The theme is "Reflections of Success."

Southeastern Region

Heather Hargrave
 SRAPPA Vice President
 for Communications
 Tulane University

On October 23 through 27, 2009, SRAPPA held its 2009 Annual Conference and Board Meeting at the Hilton Beachside Hotel in Daytona Beach, Florida hosted by Embry-Riddle Aeronautical University. The four-day conference was packed with events and door prizes where folks were constantly reminded that "You have to be present to win!" The weekend kicked off with a shotgun start at the LGPA Champions Course on Saturday morning. The day proceeded with bright sunshine and a beautiful golf course. That evening tropical shirts, flip-flops, and mimosas were in style at a beach party held on the hotel veranda.

Sunday morning started with a welcome from Dr. Richard Heist, executive vice president and chief academic officer of the Embry-Riddle Aeronautical University, Daytona Beach Campus. After a great breakfast, morning events included a church service and a First Timers meeting followed by conference educational sessions. The exhibit hall was the location for lunch on Monday and Tuesday with prizes presented to drawing winners who were present. "Race to Green" was the conference theme with 20+ well attended educational sessions linked by the common thread of energy conservation and sustainability.

Sunday evening the entire party was transported to the Daytona 500 Experience, which is adjacent to the famous Daytona International Speedway. The experience featured an IMAX theatre, eight NASCAR simulators, many

2010 REGIONAL REPORTS

If you missed your regional conference last fall, this annual report will update you on what happened at the 2010 regional meetings.

APPA's six regions serve member institutions across the United States and Canada. They function independently from international APPA and offer their own educational programs, annual meetings, publications, and other benefits. Each region also maintains its own set of officers, committees, and activities.

Participating in regions and state and local chapters is a great way to become active with APPA. Many APPA board and committee members began their service at a regional meeting.

CAPPA
ERAPPA
MAPPA
PCAPPA
RMA
SRAPPA

For more information visit www.appa.org/regions/index.cfm



2011 Regional Conference:
Regina, Saskatchewan, Canada
12-14 September 2011.

RMA Rocky Mountain Region

The famous 14th hole, with the floating island green, played at 180 yards that day.

Dave Button
RMA President-Elect
University of Regina

RMA members enjoyed yet another fantastic gathering at the Coeur d'Alene Resort in Idaho, October 17-20. The University of Idaho (Brian Johnson) did an outstanding job in "Reflections of Success" on the stunning shores of Coeur d'Alene Lake.

More than 300 conference participants enjoyed a combination of educational, recreational, and social events. A "once in a life-time" golf experience at the famous Coeur d'Alene golf course complete with floating green and social activities at a five-star level. The Fabulous Kingpins had the dance floor rocking including the limbo. A dinner cruise among other activities topped off great educational programs.

Keynote speakers kicked off each day: Nancy Hunter Denney of "Zing! Your Life and Leadership" and Bryan Yager, "Thinking for a Change." Interspersed between the many educational programs was plenty of time with our 40 engaged business partners - a feature that RMA is proud of as one of the most business-partner friendly conferences.

Education is a key element of all RMA activities and events. We enjoy one of the premier facility management programs in our region (BYU) and hosted the Student Chapter President, Allen Merrell. The opportunity was used to advance participation by students and young professionals (something our guests APPA President Darrel Meyer and Lander Medlin will both be following up on).

Hosting of the Supervisor's Toolkit has become a tradition at RMA annual

meetings, in part perhaps because RMA enjoys a large and engaged group of trainers in our region. RMA would gratefully consider helping other regions in Toolkit Training if requested.

Another unique feature of RMA is the 14ers Club. This innovative networking and mentoring program was the brain-child and hard work of our outgoing President John Morris. His dedication and energy in creating this is something that is worthy of copying across APPA.

A theme that RMA has adopted and will be focusing on over the next year is "engagement." To help, we added six positions to our board: a new business partner representative; the separation of secretary and treasurer roles; and, addition of the current and three future host committee chairs as full voting members of the board.

It is important to recognize a number of awards. From the board stalwarts Mary Vosevich and Greg Wiens finish their roles. Outstanding performance: Shawna Rowley and Joe Metzger, and business partner McKinsry. John Morris received a most deserving standing ovation as we said farewell to him in his role as President. Indeed, a great opportunity to recognize an individual who has done RMA and APPA proud in so many ways!

2010-2011 RMA Officers:

President: **Dave Button**,
University of Regina
President-Elect: **Viron Lynch**,
Weber State University
Treasurer: **Erik van de Boogaard**,
Adams State College
Secretary: **Glen Haubold**,
New Mexico State University
Communications Coordinator: **Joseph Metzger**, Arizona State University



APPA Senior Representative: **Kevin Hansen**, Weber State University
APPA Junior Representative: **John P. Morris**,
University of Colorado at Boulder
Awards and Recognition Committee Chair:
Chris Kopach, University of Arizona
Membership Committee Chair: **Kyle Williams**, Brigham Young University - Idaho
Information and Research Committee
Chair: **Lindsay Eva Wagner**,
Northern Arizona University
Professional Affairs Committee Chair:
Jeff Butler, Montana State University
- Bozeman
Professional Development Committee
Chair: **Shawna Rowley**, Weber State
University
Annual Meeting Coordinator: **Luis Rocha**,
University of Arizona
Historian: **Eakle Barfield**, Montana State
University - Billings
Business Partner Representative: **Cloriza Lomeli**, GLHN Architects and
Engineers Inc.
2010 Host Committee Chair: **Brian Johnson**, University of Idaho
2011 Host Committee Chair: **Emmet Boyle**, University of Regina
2012 Host Committee Chair:
Mike Sawyer, Casper College
2013 Host Committee Chair: **Shari Philpott**, University of Colorado at
Boulder
APPA Liaison: **Lander Medlin**, APPA



For more information visit www.appa.org/regions/index.cfm

2012 REGIONAL CONFERENCE: Sheridan, Wyoming, September 16-19, 2012.

RMA Rocky Mountain Region

Viron Lynch
RMA President-Elect
Weber State University

RMA's Annual Conference was held in Regina, Saskatchewan, Canada, from September 11th to the 14th. Over 240 RMA and WCUPPA (Western Canadian University Physical Plant Administrators) members joined together for a terrific conference. The host committee from the University of Regina did a fantastic job hosting a conference focused on "Harvesting Opportunities."

The conference participants were engaged in educational, recreational, and social activities. Holding true to the RMA tradition, a golf tournament kicked off the conference; the team headed by Dave Button (University of Regina) won the informal international "RMA Cup." For the non-golfers, there was a Fish-n-Fry at Last Mountain Lake and day-trip to Moose Jaw. All of the networking activities were a huge success and enjoyed by all.

Keynote speakers started each day with a moving message. On Tuesday, Andrew Brash shared his story of climbing Mount Everest, detailing the events of the trip ultimately to be stopped 200 meters short of the summit to help save the life of another climber. Then on Wednesday, Darci Lang motivated everyone with her message to focus on the 90 percent that is positive in your life.

Education continues to be an emphasis of the RMA conference. Presenters discussed relevant topics and needs for today's facilities professionals in 20 breakout sessions. Many presentations joined educational facilities professionals with business partners, enhancing the opportunity to form partnerships and increase collaboration.

RMA continues to promote member in-



Luis Rocha, Chris Kopach, and Damian Cox with RCMP cadets.

volvement by building on our unique mentoring program, known as the 14ers. This year, the 14ers welcomed a considerable change by adding RMA Business Partner members as climbers. Several new climbers were welcomed into the group as they achieved their 14 peaks in the preceding year; they were awarded their 14ers pins at the banquet. John Morris (University of Colorado, Boulder) was once again nominated as the lead climber; John's contributions to the 14ers are extraordinary.

At the closing banquet, President Dave Button recognized Lander Medlin (APPA), Polly Pinney (Arizona State University), and Nancy Hurt (Colorado State University) with the RMA President's Award for their service and enormous contributions to RMA and APPA. Joe Metzger (Arizona State University) received the Val Peterson Award for his efforts enhance and contribute to the RMA Newsletter, and Jim Knutson (Trane) was awarded the Lee Newman Award for Business Partners.

RMA was honored to have APPA's President, David Gray (Middle Tennessee State University), presiding over the installation of the new RMA Officers for 2011-2012.

THE 2011-2012 RMA OFFICERS:

President: Viron Lynch, Weber State University

President-Elect: Chris Kopach,



University of Arizona

Treasurer: Erik van de Boogaard,
Adams State College

Secretary: Glen Haubold, New
Mexico State University

Communications Coordinator: Joseph
Metzger, Arizona State University

APPA Senior Representative: John
Morris, University of Colorado
at Boulder

APPA Junior Representative:

Dave Button, University of Regina
Awards and Recognition Committee

Chair: Luis Rocha, University of Arizona
Membership Committee Chair: Kyle
Williams, Brigham Young University-
Idaho

Information and Research Committee

Chair: Lindsay Eva Wagner,
Northern Arizona University

Professional Affairs Committee Chair:
Jeff Butler, Montana State
University - Bozeman

Professional Development Committee
Chair: Joseph Han, Idaho State
University

Annual Meeting Coordinator: Shawna
Rowley, Weber State University

Historian: Eakle Barfield, Montana State
University - Billings

Business Partner Representative: Cloriza
Lomeli, GLHN Architects and
Engineers Inc.

2012 Host Committee Chair: Mike
Sawyer, Casper College

2013 Host Committee Chair: Shari
Philpott, University of Colorado at
Boulder

APPA Liaison: Lander Medlin



RMA 2012

2013 REGIONAL CONFERENCE: Colorado Springs, CO, September 23–25, 2013

RMA Rocky Mountain Region

Pat Allen
RMA Conference Planning
Committee Member
Casper College

It was Wyoming's honor to host this year's Rocky Mountain Regional conference. Sheridan was picked for its historic cowboy appeal and rugged beauty matching the conference theme "Cowboy Up! Managing In Difficult Times. With quaint Trolley Tours and an abundance of western history it was easy to glean inspiration from our heritage and take hold of lessons learned in hard times.

Sessions were full, as there were nearly 250 attendees, and beneficial given all the feedback received. The Keynote speakers were Walt Stasinski and Don Mann. Walt spoke about fun in the workplace and Don Mann a Navy Seal and Trainer for Seal Team Six challenged all to set higher goals.

Entertainment was memorable starting with world class fishing on The Big Horn River and Golf on the amazing Powder Horn golf course at the base of the mountains. The welcome reception held at the historic 100 year old Mint Bar was in fact historical. The Second night was hosted by the oldest working dude ranch in the United States, Eaton's Ranch. Wyoming steaks and the Two Step set the pace for the last evening. The "Blues Brothers" who were flown in from Chicago for a fabulous show and a full night of dancing.

Business was conducted by 2012 President Viron Lynch and Master of Ceremonies was Mike Sawyer from the host school Casper College.



2012 president Viron Lynch (left) handing the gavel to 2013 president Chris Kopach.

THE 2012-2013 RMA OFFICERS:

President – **Chris Kopach**,
University of Arizona

President-Elect – **Brian Johnson**, University of
Idaho

Senior APPA Representative –
Dave Button, University of Regina

Junior APPA Representative – **Viron Lynch**, Weber State University

Secretary – **Chris Eagan**, University of
Lethbridge

Treasurer – **Steve Hoskins**, University
of Utah

APPA Liaison – **E. Lander Medlin**

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To view RMA's website and find a
complete listing of the board of directors,
please go to <http://www.rma.appa.org/>.



Host Mike Sawyer (middle) with The Blues Brothers, Elwood and Jake.

Appendix I

ATTENDEES AT RMA 2012 (60TH ANNUAL MEETING)

APPA MARY (Vosevich)



ARIZONA



CANADA



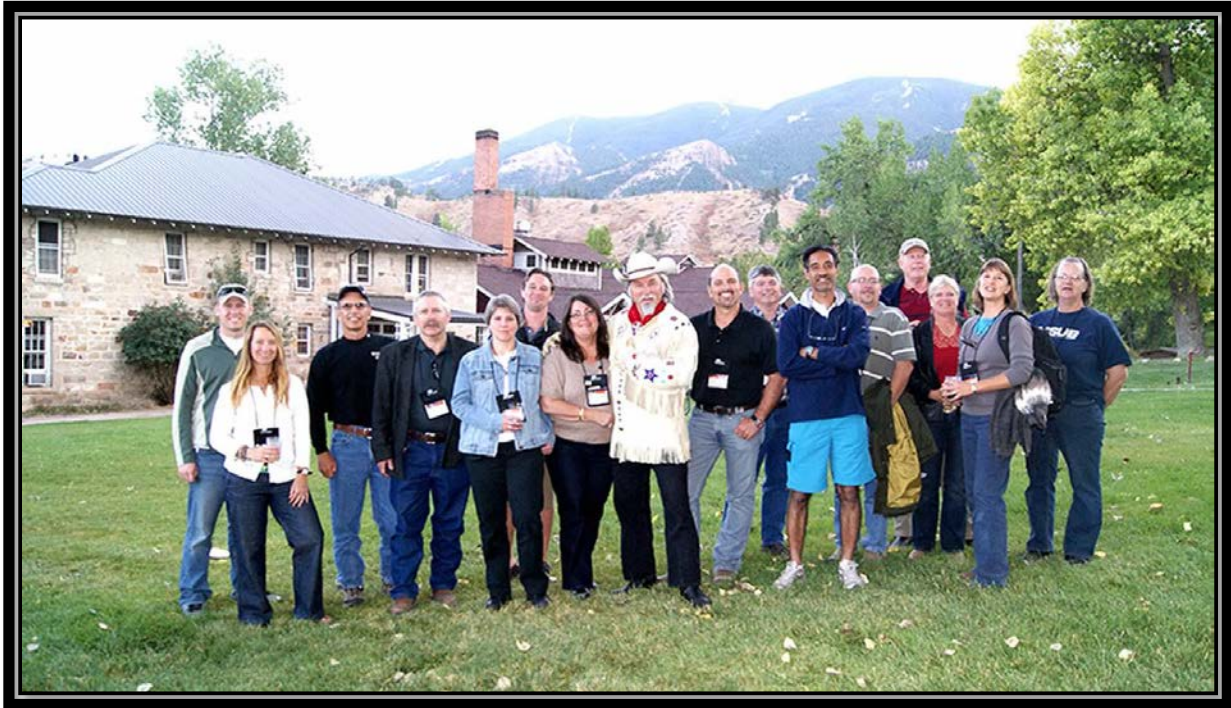
COLORADO



IDAHO



MONTANA



NEW MEXICO



UTAH



WYOMING



FIRST TIMERS

