

Rocky Mountain Views



Rocky Mountain Association of Higher Education Facilities Officers

Fall 2001

i n s i d e . . .

State/Providence Report

APPA Calendar of Events

January 8 - 10
Laboratories for the 21st Century (Labs21) 2002 Annual Conference
Washington, DC

January 13 - 19
APPA's Institute for Facilities Management
Tampa, FL

January 13 - 16
ACUTA Winter Seminars
Fort Lauderdale, Florida

January 24 - 26
School Equipment Show 2002
Tampa, FL

January 24 - 26
AACU 88th Annual Meeting
Washington, DC

January 29 - February 1
Reducing Your Energy Costs
New Orleans, LA

January 31 - February 1
Facility Energy Cost Management Conference
New Orleans, LA

February 3 - 5
Emergent Building Technologies Conference
Paris Hotel, Las Vegas, NV

February 9 - 12
Technology 2002: CAPP's 11th Technology Conference
San Antonio, TX

February 12 - 13
Technical Course on the Investigation Management, and Remediation of Mold in Buildings
Pleasanton, CA

March 6 - 8
National Facilities Management and Technology Conference/Exposition
Baltimore, MD

March 7 - 8
Physical Plant Crafts Association Conference
New Mexico State University, Las Cruces, NM

March 17 - 20
ACUI Annual Conference
Albuquerque, NM

For more details – WWW.APPA.ORG

President's Message

The next four issues of the newsletter will combine the Editor's Corner and President's Message as I currently hold both positions. As the new President, I encourage you to participate in RMA; you can write an article for the newsletter, provide ideas for educational programs, volunteer to serve on the region's educational or membership committees, provide material for our new website, apply for a scholarship to the Institute or Leadership Academy. The list could go on and on but as you can read it doesn't take a lot of time to help RMA remain one of the better regions in APPA. Next year, RMA will also need committee members for the national committees, so if you are interested in serving on one of these – Membership, Awards & Recognition, Information Services, Professional Affairs and Educational Programs – contact your institutional representative or me.

Our 49th Annual Educational Conference took place in Tucson, Arizona, amidst the tragedy of September 11. Everyone worked together, business partners, companions and members, to ensure the conference was a success both in the informal sense and in the educational program. The Final Proceedings should be out with the beginning of the new year, so if you were not able to attend get a copy and look through it. What you will see is the can-do spirit that facilities professionals have to ensure the job gets done right and on-time.

September 11 is a day none of us will forget. It has changed how we live and work. As facilities professionals we will be tested in the months and years to come to provide services we did not even know we were responsible for to ensure our institutions can provide a positive educational experience to their constituents. As we go down this path I ask that you remember everyone needs good ideas and if you have found a better way please share it with your fellow facility professionals in RMA and APPA.

Also, congratulations to David Cain, Assistant Vice President for Administration, Northern Arizona University for his appointment as an At-Large Representative to the Professional Affairs Committee of APPA. David joins RMA after many years of service to MAPP. Please make David welcome when you meet him at a conference, seminar, etc.

Thanks for affording me the opportunity to serve as your President. Feel free to contact me with suggestions, thoughts, etc. on how to improve RMA. I will close with a quote from Mark Twain. "Do the right thing. It will gratify some people and astonish the rest."

Paul F. Smith

The RMA 2002 hosts, The University of Calgary and The Banff Centre, are looking forward to welcoming you, next September, to the spectacular surroundings of the great Canadian Rockies. Come gather and share the challenges and the rewards that you - as Facilities Managers - face, that contribute to our collective knowledge as we pursue higher expectations.

The University of Calgary and The Banff Centre would like to congratulate Tucson on hosting a successful conference, especially with the world tragedy that occurred at the time of their event. Our delegation was disappointed in missing the opportunity to gather in Tucson, but our thoughts were with you all. We would like to thank everyone at Pima Community College for their guidance and advice, as we plan for the 50th RMA Conference.

For the first time this year, the RMA has created the position of Region Annual Meeting Coordinator. Wayne White from Utah State University was selected to hold this position which is a multi-year tasking. The coordinating

committee at The University of Calgary and The Banff Centre had the pleasure of meeting with Wayne on October 25 to 27 in Banff. We look forward to working with Wayne over the next year and know his input will add to the success of our conference.



Please visit our website at www.ucalgary.ca/rmappa2002. Look for exciting contests and more information about RMA's 50th Conference!

STATE/PROVINCE REPORT

MONTANA REPORT



Bob Lashaway

At MSU-Bozeman, I was attending the second day of a senior leadership strategic planning retreat the morning of the World Trade Center attack. When I arrived at the retreat location, most of the 40 or so attendees were clustered in the lobby, watching the unbelievable events unfold live on the big screen television set. After trying to make progress on the morning's strategic planning agenda through several hours punctuated by

increasingly shocking updates, the President suspended retreat activities and returned to campus to convene a meeting of our Emergency Response Team.

The initial meeting centered around concern for our international students, including issues of safety, anxiety, and potential reprisals; probable cancellation of special events for the short-term; law enforcement coordination between our Campus Police force and local authorities; concern for the student body relative to general anxiety and those who would have immediate connection to the tragedy; and the university's role in the following weeks with regard to reasoned, calm, educated responses to the surrounding community and the state.

The immediacy of the rapidly evolving national security situation was brought home to us through an unusual coincidence. The top administrators of FEMA were attending an agency planning session at Big Sky, Montana,

just 40 miles south of campus, and since all non-military flights were grounded, getting them back to Washington, D.C., immediately required a military transport with appropriately locked and loaded fighter escort.

In the weeks immediately following the WTC event, the university effectively executed its role of maintaining a safe environment for faculty, staff and students, and exerting a stabilizing and educated influence on the local and statewide community. On campus we experienced a possibly unrelated spurt of fire alarm mischief in the residence halls, and we had a "mysterious white powder" incident in one of the food service operations. Security checks at special events have been stepped up, and all potential incidents are being treated seriously.

As luck would have it, MSU revived and re-energized its emergency response mechanisms in spring 2001, influenced by the arrival in late 2000 of our new President. By June, 2001, we had completely revamped our approach, organized our auto-response mechanisms, and published a complete Emergency Response Manual. The next step would have been to orchestrate (and mandate) an emergency team training exercise, however, an actual situation intervened in the form of an emergency asbestos-related building evacuation of Roberts Hall that lasted five days. This real emergency required most of the emergency response elements one could have included in an exercise, such as immediate user displacement and alternate space arrangements, juicy press coverage possibilities, rumors and mis-information to correct, health hazards (both real and perceived), union challenges, state agency

involvement, concerned faculty and Deans, insurance issues, etc.

The Roberts Hall evacuation incident was caused by construction work related to a roof replacement project, and in the past such an incident would probably have been left in the laps of the Facilities Services department and the Dean's office, which would probably have resulted in hotly contested accusations, conflict, etc. Instead, within two hours of the initial evacuation, the Emergency Response Team (ERT) met (convened at my request) and the situation received the immediate attention of the institution's top administration, and was treated as an institutional priority situation from beginning to end. As a result, institutional resources were focused on remedying the situation, those who were affected had little opportunity to embellish their frustrations by selectively communicating elements of the situation to uninformed upper administrators, those dealing with various state agencies were speaking with the force of the President, and our press responses were coordinated, timely and much less contentious than would have been otherwise. An after-action review was performed by the ERT and several procedural improvements were adopted, including a standardized ERT response agenda which covers items such as information, resources, security, special interests, community, administration, communications, and recovery.

MSU-Bozeman's thoughtful and timely emergency response planning has provided a twice-tested framework within which we can quickly implement a focused, reasoned, calm and coordinated response to unusual events. Our Emergency Response Manual can be viewed on-line at <http://www.montana.edu/misc/erm.html>.

WYOMING REPORT



Frank Fox

The first impact of the September 11th events was the change in transportation for Dr. Krell, Mark Shively, and Stan Hobbs who were headed to the RMAPP meeting in Tucson. Instead of flying - since everything was closed and grounded - they drove the 2010 miles round trip.

Other than that there have been continual updates on what to look for in your mail, the anthrax scare has not had any real affect on the Physical Plant. The postal crew, which is not part of the physical plant, is to receive training today on showering with emergency showers etc.

The attendees at the football games have been encouraged to come two hours early to allow for security checks and not to carry any excess items into the stadium. If the stadium is filled for a game, 33,500 seats, it becomes the

third largest populated area in the state. Only the cities of Cheyenne and Casper are larger.

With winter approaching the Landscaping crew has been busy blowing the water out of all the irrigation systems. The flowers are gradually turning brown due to the cool evening temperatures. And we have even had the opportunity to scrape the frost off the windshields of the vehicles a few times. And of course along with the frosts the trees are shedding their leaves giving Landscaping another chore of sweeping the lawns.

The remodeling of the Student Union Building continues, planning for the remodel of the Residence Halls main dining facility continues, and a study to combine the three grounds departments into one continues. The reduction of our Stores Warehouse Inventory has created many changes in how the Physical Plant functions. More prior planning is required for upcoming jobs to insure that the needed parts are in fact on hand and not relying on the warehouse to have them in stock.

Dr. Krell, Mark Shively and Mike Milam journeyed to Eastern Wyoming College in Torrington for a meeting of the Wyoming APPA group where the main topic of discussion was "Contract and Construction Law".

UTAH REPORT

By Brian Nielson

If you haven't heard by now the rumor is true, the Olympics are coming to Salt Lake City and the University of Utah. With less than 90 days on the master clock the bulldozers, backhoes, and other varied pieces of equipment are beginning to leave the campus. These pieces of equipment are being replaced by other backhoes and construction equipment to install over 38 miles of 8' security fence, concrete barriers and guard stations to transform our campus into an Olympic compound. Did I mention the security towers and lights!

While the Olympics progressively move foreword to accept the many visitors from around the world the normal campus life must be maintained. With the heightened security in many of our buildings and parking being squeezed to accommodate the many Olympic needs, the question asked often is, "are we having fun yet." I have reminded many people from time to time, mostly those who have nothing to do with the Olympics, that this is a once in a lifetime event and it should be cherished. Believe me for most of us we will not forget!

Watching the building of a temporary dining facility to feed 4,000 + and the trailer compound to house the opening and closing technical staff is really something to see and this only scratches the surface. One of the more interesting feats is the planning and conversion of our stadium field to accommodate a very large ice rink with technology still being developed. When your sitting in your favorite chair

with a bowl of popcorn, sipping on your favorite drink? Remember some of the artistry you see is being developed as you read this. Over a year ago when a test ice rink was built in the stadium to look at many of the proposed technical aspects I was very impressed, then someone said, "you ain't seen nothing yet."

Being involved in the Olympics I have concluded my life to this point has been very sheltered and protected and for the most part very blessed. As I watch the barriers and fences being installed and listen to the security briefings and updates I only appreciate more what this country has to offer. September 11 has changed every one of us forever and I hope we remember each and every victim of that terrible event. The chorus from a popular song sums it:

And I'm proud to be an American
Where at least I know I'm free
And I won't forget the men who died
Who gave the right to me
And I gladly stand up
Next to you
And defend her still today
Cause there ain't no doubt
I love this land
God Bless the U.S.A.

The Utah chapter of RMA would like to express to Paul Smith and his staff at Pima County Community College District a deep felt "Thank you," for a job well done hosting the 2001 RMA conference in Tucson. The circumstances could not have been more difficult but his staff dug in and made everything work. When President Bush asked us as a nation to continue with our plans, but to remember the death and destruction in New York, we moved on. Paul's mother passed away a few days prior to the conference making his focus even more difficult. We wish Paul the best in recovering from his loss. Thank you, for a great conference!!

"The Future Lies Behind Us..."

All too often we look back and say "if only....". In the wake of the September 11th attacks on the World Trade Centers, Salt Lake Community College's (SLCC) Facilities Division has taken time to look at our existing methodology and how we can integrate current technologies to improve our response time.

While emergency response personnel would undoubtedly take a front role in the handling of a situation, the knowledge that resides in any physical plant's administrative body plays a key role in minimizing damage and threats.

The division has recently completed several projects to assist emergency personnel and will continue implementing more in the near future. The department developed a compilation of building maps for all of SLCC's campuses. A limited distribution of these maps will be

issued to law enforcement and emergency personnel. These maps are color coded for specific threat areas that include hostage and explosive ordinance situations. We have made the maps available in an 8 ½ x 14" format and also a 24" x 36" format that will be laminated for grease pencils.

Accompanying the building maps are "Emergency Shut-Off" manuals that show line drawing of areas and digital photos of the exact location of utility shut-offs for individual buildings as well as entire campuses.

As SLCC goes "wireless" these maps will also reside on a secure server. Given an access code the maps will be available in .dwg, .tiff, and .dxf formats. These online maps may be manipulated from any laptop that is configured for wireless access. Maps of the mechanical rooms with the specific definition of each piece of equipment will be available online by the end of the year. We are also looking at other electronic means to improve our security.

Surveillance devices that would be both highly visible, such as cameras, to deter individuals that seek to cause problems and identification devices such as ID cards with magnetic strips are being considered.

While it is close to impossible to protect a physical plant from an array of unforeseen threats, constant diligence can prevent "hidden" threats that may spring up.

To minimize risks, the equipment rooms are "walked" on a shift basis and we are currently mapping a strategy that will allow our trades people to immediately enter information through a PDA device that can report through either "hot-syncing" or through a wireless medium directly into the maintenance database. The database has the ability to locate and compare information that would be questionable. The tradesman can also make notes and report deficiencies (broken locks, etc.) that could lead to unwanted persons accessing secure areas.

Hand-in-hand with technology goes the physical securing of the plant. Recently all manhole covers that lead to the tunnels beneath the college were welded and bolted so that access is limited. Lighting in dim areas has been reviewed, and will be increased as necessary. The Maintenance System Group has begun a review of established procedures to ensure that locking mechanisms work properly; secure areas are not being left unlocked/unattended and is exploring other systems that would help create a more secure environment.

All things considered, the greatest asset that a department has in combating threats is teamwork and communication. Our division is keenly aware that a lack of communication can be a threat in itself. As you look at your Physical Plant be aware of your surroundings, and communicate your concerns. A thought that goes unspoken can easily become "if only. . ."

COLORADO REPORT

By John Bruning

9/11/01 -

I was just leaving my home to go to work when my wife called my attention to the Today Show. The image on the TV screen showed one of the World Trade Center towers on fire and the commentators still weren't sure what had happened. In a matter of minutes, a jetliner appeared and crashed into the second tower. It was obvious at that point that our lives in the USA, and globally, had changed forever. By the time I got to work, the news broadcast said that the Pentagon had been hit and another jetliner had crashed in Pennsylvania. It was almost impossible for us to concentrate on our jobs. Groups of folks huddled around TVs and radios as the horror of the day continued to unfold. Emergency meetings were scheduled and all of us were put on alert. The University invoked an employee travel ban, so I canceled my trip to Tucson and the 2001 Annual RMA Meeting.

The events of the successive days and weeks have continued to affect all of us. We're now at war and our armed forces are confronting a faceless/nation-less enemy. Historic events of this magnitude serve to make us consider our priorities and how well we are attending to them. We've all been encouraged to continue our normal routines and get back to the prosperity that we've enjoyed for so long, but we are forevermore affected by what has happened. Most of us refuse to live in fear, but I have found myself thinking about things very differently. My greatest concern is for my sons, 22 and 17 years old, who may be called upon to defend our nation and for the world that they will inherit. At work, my focus has been on assuring campus security, raising the awareness and vigilance of my staff and looking for any "weak links" that might make us vulnerable to terrorism.

I've also thought a lot about our colleagues at the University of Utah as they prepare to host the 2002 Winter Olympic Games. Many of you know that I was the Maintenance Operations Officer for the 1996 Olympic Village in Atlanta, so I have a strong idea of what they are faced with. Knowing the Utah folks as well as I do, I'm confident that they have done everything possible to successfully host the Olympic Village on their campus. My thoughts and best wishes go out to Randy, Pete, Craig and crew for a safe and rewarding experience!

As for the RMA, I wish that Craig Bohn's term, as the RMA President, hadn't ended on the note that it did. Craig did a great job as president and he took the association forward during his tenure. I want to personally thank Craig for all of his leadership and commitment to RMA! Similarly, for Paul Smith and the folks at Pima Community College who worked so hard to host the 2001 RMA Annual Meeting, I wish it had started off differently. However, I know that

Paul is going to take the association to the next level and we all need to lend him the support he deserves. As an association, it seems appropriate that we take a look at ourselves in context with the "new-world" and aggressively pursue the achievement of our goals and objectives.

NEW MEXICO REPORT

State Higher-Education Symposium

What do you get when you cross a jackrabbit and a white-tailed prong horn? A jackalope of course. And what do you get when you lock 100 of the State's university physical plant directors, vice presidents, Commissioners on Higher Education and state government officials in a room for two days? The answer is the beginning of a solution to facility maintenance problems at UNM and at other state campuses. And this outcome is more than a tourist's fuzzy fantasy.

On August 29th and 30th, the best minds in State higher education assembled in the Rotunda at UNM's Research Park to discuss the deterioration of our building inventory. They began the Symposium by listening to planning experts from New York, North Carolina and Oregon talk about the rebuilding and modernization of facilities at their state colleges and universities. Then the New Mexico crowd got down to business. They spent the remainder of the conference laying out proposals on how we should manage the space we now have and how we should finance modernization and growth. At the end of the Symposium, funding and planning proposals were passed on to the state's Commission on Higher Education. The Commission will be holding future meetings to discuss how to turn these ideas into new state appropriations to rebuild the oldest and worst buildings on our campus and at other state schools.

So what does all this have to do with day to day physical plant business you may ask? The answer is the deferred maintenance buyout. If we can get additional state funding for the overhaul or replacement of outdated building plumbing, HVAC, and electrical systems, we will see a dramatic improvement in student, faculty, and staff satisfaction with their working and learning environments. And if we get the funds to replace the systems that are always breaking down, then the Physical Plant Department can focus its time and resources on our primary mission - preventive maintenance.

The UNM plant and the entire university owes a sincere thanks to Vice President Julie Weaks for hosting this important state meeting and to our own Director, Mary Vosevich and Associate Director Harvey Chace for planning, organizing and coordinating the event. Other plant folks who assisted Mary and Harvey were Sandy Lujan, Amy Cde Baca, Kathy Edmunds, Mary Ellen

Monroe, DeDe Weir, Dacie Lucas, Cheryl Morris, Shane Kendall and Julie Weaks' assistant, Melissa Vargas.

The inspiration, determination and perspiration that made the Symposium a success demonstrates that UNM and its Physical Plant staff continue to "lead the way" in solving state higher education facility problems.

Go Lobos!

ARIZONA REPORT

By Terry Brezina – NAU Project Manager

Northern Arizona University Capital Initiative

Northern Arizona University was founded in 1899 as the Northern Arizona Normal School. NAU has experienced dramatic growth and many changes since it was first established. Graduate work began in 1937, with the granting of the Master of Arts in education. By 1946, the school had augmented its teacher education programs by adding majors leading to Bachelor of Arts and Bachelor of Science degrees. Programs and offerings continued to grow, and in 1966 the Arizona Legislature granted university status, and changed the name to Northern Arizona University. In 1973, the first Doctoral students were graduated.

Today, NAU has almost 20,000 enrolled students including 1,900 graduate students. Approximately 7,000 students reside in residences on the Flagstaff campus. There are 100 buildings, 738 acres of land, 369 acres of improved land, which includes 70 acres of parking lots, 23 acres of sidewalks (including pedway), 14 acres of athletic fields and 7 miles of streets that are maintained on the Flagstaff campus by Capital Assets and Services personnel.

Capital Assets and Services is the facilities operations and maintenance organization of Northern Arizona University. Its task is to provide repair, maintenance, operations, construction and construction management services on the Flagstaff campus and 27 statewide sites.

Many of the buildings and infrastructure on the Flagstaff campus are in need of major renovation and upgrades related to weather conditions, aging, obsolete mechanical and electrical systems due to the lack of adequate funding.

To meet these needs the new facilities administration including: David Cain, Assistant Vice President of Administration, Richard Bowen, Director of Facility Services, David Geer, Director of Planning and Development have successfully initiated a (3) year \$63 million, 20 plus projects, Capital Project Program. NAU has received an Arizona State appropriation for debt service to handle the financing necessary for the program. The appropriation is designed to eliminate upward pressure on tuition to pay back the debt. The total program is to be funded through a bond issuance, anticipated gifts, and

Public and Private Partnerships as allowed by IRS rulings. The 2002 projects include: construction of modular swing spaces that will house offices and classrooms for students and administration during the renovation of existing buildings on campus, relocation of Creative Communications (Printing Services), renovation of University Union and Health Professions, Campus Infrastructure Upgrades, the start up of a new \$25 million Applied Research Development (LEEDS) Green Facility, and a public/private venture to construct a \$14 million Residence Hall Complex. Future projects will include several other building renovations, and a \$3 to \$4 million public/private partnership Day Care Center to be constructed on NAU property.

The Seven Principles of Successful Change from The Eagle and the Monk, By William Jenkins & Richard Oliver

1. Accept Your Worth, Acknowledge Others' Worth

Every person has worth, including you. Accept your worth and acknowledge the worth of others around you. Accepting and acknowledging worth is the foundation of successful change.

- Everything starts with the acknowledgment of one's own worth, the worth of others, and of every living thing.
- Each individual is born with the ability to contribute and bring unique and diverse talents to the world.
- Without the belief that every person has worth, there is no foundation on which to build a relationship.
- Worth is critical to all people – in their private lives as members of families and social organizations and in their professional lives as members of groups, teams, and larger organizations.
- When worth is truly recognized, tasks become much more meaningful to the individual, and personal and organizational productivity increases dramatically.
- Self-worth is the foundation of life. Without the belief that you have worth, it is difficult, if not impossible, to develop your full potential as a human being

2. Generate Trust

When there is trust between two or more people, change is more readily accepted. Being trusted and trusting others allows you and others to be positive, productive individuals. Trust is a centerpiece of successful change.

- When trust is central in any organization, team, family, or relationship, the productivity level of the self and others is enhanced.
- Where trust is central, change is confronted by cooperation, consensus, and personal commitment.
- Concerns about mistakes are greatly diminished as trust creates tolerance.
- Serious failures are dealt with quickly as trust spurs collective corrective action rather than unproductive retribution.

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- Generating trust in a relationship or an organization is central to successful change.

3. Learn by Empathy

Those who continuously learn about themselves, others, work, and life have a greater capacity for change. By observing others, broadening interests, and understanding different perspectives, you can gain an instinctive understanding about change. Connect to change by daily learning.

- Learning daily updates skills and prepares individuals and groups for change.
- Learning by its nature promotes communication between and among individuals.
- Learning more about each other facilitates trust.
- Future change will be based more on knowledge than control.
- An attitude of learning frees the mind to consider new options and understand what had been unknown.
- Learning is a prescription for mastering change because the more you learn, the better equipped you are to handle change.

4. Embrace Change

Change is inevitable and appears to be increasing at exponential rates. You can either resist change or accept it. Since your life is simply a series of changes, be of change.

- Change is the fundamental force of our times.
- Change affects virtually every aspect of life. We know of no one nor of any organization that has escaped change.
- Change can be harnessed in positive ways by those who come to understand and embrace it, rather than fight against it.
- You may not be able to control change, but you can control how you react to change.
- Much like the characters in the fable, we need to understand change, channel it, and even welcome it.
- Individuals and organizations that successfully and continuously change will be the ones that experience lasting success.

5. Unleash the Synergy

Team synergy is the result of two or more people valuing and trusting each other. When two or more people produce ideas, they ultimately make improvements that are significantly greater than would have been possible separately.

- Individuals make unique contributions. Synergy – where individuals work together as connected communities and groups – multiplies those efforts many times over.
- Change is sometimes so overpowering that individuals cannot deal with it alone. A group generates power and resilience to survive and succeed.

- Groups learn to improve through mutual critiques and through the continuous celebration of accomplishments – both individual and collective.
- Synergy is abated and enhanced by open communication and information sharing, and control is alleviated and ideally eliminated.
- Due to today's volume and speed of change, team synergy is critical to individual, group, or organizational success.

6. Discover Champions, Depend on Master, Find a Sage

Effective change will be steered by more than a leader. The environment of change will eliminate autocratic supervision. Instead, it will seek champions, masters and sages to foster change.

- The concept of leadership is transformed as supervision is supplanted.
- Leaders, while still paying primary attention to strategy and direction, are increasingly becoming preoccupied with group culture and celebration.
- Champions lead by example and unwavering enthusiasm. Highly regarded by their group members, they constantly rejuvenate the group and prepare others for the role of champion in other areas.
- Masters complete tasks without supervision due to developed skills. Such skills have been developed by continuous learning and commitment.
- Masters are a stabilizing influence in individual or organizational change.
- often overlooked, but fundamental to success in an era of rapid change, the sage blends the old with the new, protecting the valuable traditions of the group while easing the rugged path to new ways.
- Most Necessary during times of change and instability, the sage focuses positive action out of defeat and despair.
- Always open to the new, but respectful of the old, the sage helps promote common sense for the common good, turns information and knowledge into wisdom, and sups the group to celebrate individual and team contributions.

7. Liberate Decision-Making

Change resulting from one person's decisions rarely works. Share decision-making with those around you – empower them. Ownership in decisions promotes change.

- No one individual can, in today's environment of change, succeed alone.
- In an era of pervasive and unrelenting change, organizations and individuals need to grant authority and responsibility to those who know best how to do what needs to be done.
- Allowing individuals and groups to think freely and make significant decisions promotes change.
- One person does not hold answers for all. Answers are discovered collectively.

49th Annual Educational Conference Tucson, Arizona September 13-15, 2001



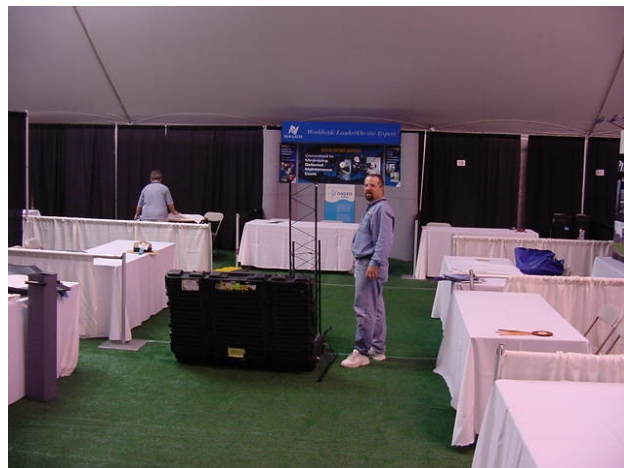
Last chance to rest



Who says it doesn't rain in Tucson?



The calm before the storm



So much to do, so little time



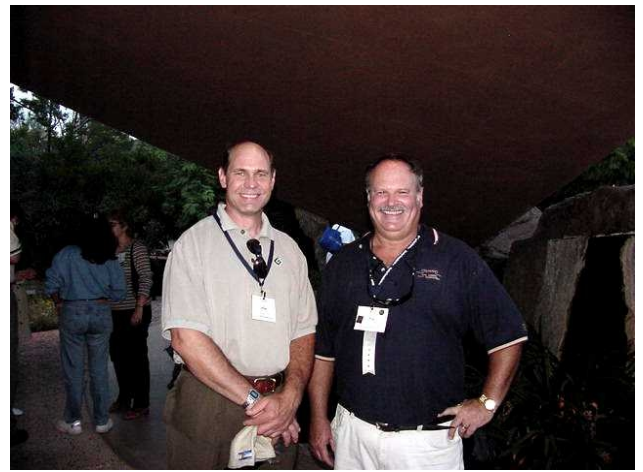
You're where?



Wheew! Just made it!



One of RMA's outstanding Business Partners



Birds of a Feather?



Sharing the wealth



Look what you can build with an erector set



Yea, well its 30 degrees in Wyoming



All right! Where's the food?

The ROCKY MOUNTAIN ASSOCIATION OF PHYSICAL PLANT ADMINISTRATORS OF UNIVERSITIES AND COLLEGES was organized in February of 1953 for the purpose of promoting the common interest in the planning, maintenance and operation of physical plants of Universities and Colleges in the Rocky Mountain Region: to foster a professional spirit among those engaged in this work; and to support and supplement the activities of its parent organization, the "Association of Higher Education Facilities Officers (APPA)." The Rocky Mountain Region encompasses the states of Arizona, Colorado, Montana, New Mexico, Utah, Wyoming, and in Canada the Provinces of Alberta and Saskatchewan and the Northwest Territories.

REGIONAL OFFICERS 2001-2002

President	Paul Smith	Pima Community College
First Vice President	Steve Baldick	University of Calgary
Second Vice President	David Brixen	Arizona State University
Third Vice President	Mark Shively	University of Wyoming
Secretary/Treasurer	John Bruning	University of Colorado, Boulder
Newsletter Editor	Paul Smith	Pima Community College
Senior Representative	Harvey Chace	University of New Mexico
Junior Representative	Craig Bohn	University of Utah

FUTURE MEETINGS

2002 Annual Meeting	Banff, Alberta, Canada	University of Calgary
2003 Annual Meeting	Sedona, AZ	Arizona State University
2004 Annual Meeting	Jackson Lake Lodge, WY	University of Wyoming