



Summer 2005

inside . . .

USAFA at 50
State/Providence Report
APPA Calendar of Events
Editor's Corner

President's Message

Montana's pattern of drought seems to have eased somewhat with much heavier-than-normal precipitation in May and June. The campus, the City and the surrounding mountains are still beautifully green in early August. Since the mid-1980s, we have used our surface irrigation water rights to keep the central campus irrigated each summer. We take delivery of water through a system of irrigation ditches and distribute to the campus from a main storage reservoir. While maintaining the ditches and the reservoir are not without cost, we still save a substantial amount in comparison to using treated city water for lawn sprinkling – it also relieves the city's water treatment system of much needed capacity to support seemingly runaway area development. In order to more responsibly use our surface water resources, we have been installing a computer-based irrigation control system over the past several years and have made substantial progress. The system senses local conditions and irrigates according to defined parameters and initial indications are that the system is saving a substantial amount of water in comparison to our previous manually-operated system. With water becoming a significant resource issue in our fast-developing valley, we will continue to manage our irrigation utility system actively.

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those who would prefer that we be able to maintain feed lots, animals and ag research activities right next to upscale developments and boutique bakeries forever – but those types of conflicts are generally won by the surrounding landowners. Such is progress.

In addition to the sheer volume of construction in the area, virtually all of our area contractors have all the work they need/desire, and their bid pricing indicates that they are not very interested in doing projects within the state bureaucracy when they can virtually write their own checks on an unlimited amount of private sector work. One recent bid for a relatively small project came in at almost \$1 million (~30%) over the project estimate and available budget. We are bidding a ~\$20 million new Chemistry Building soon and are concerned that we may not see competitive pricing. With over \$50 million worth of new construction to be bid over the next several months, I guess we will have plenty of opportunity to test the market. I can remember back when local contractors would call the Governor's office to complain when they felt they did not get a fair chance at a \$50,000 maintenance project on campus – those were the days.

In the midst of our significant growth spurt, we are also about to embark upon a master planning journey. We expect to use an external consultant to "advise" an in-house, internal master planning process. We expect to complete the process in 18-24 months, and the result is intended to be a set of dynamic planning criteria, principles and guidelines instead of the old fashioned campus map showing where all the grand new facilities will be sited for decades to come.

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Mark Shively
RMA President



USAFA at 50

By Duane Boyle, United States Air Force Academy

It's true! We are 50 years old! On April 1, 1954, President Eisenhower signed the Air Force Academy Act that created our institution. The sparkling aluminum, glass, and marble campus you see today are almost that old. On April 1, 2004, the United States Department of the Interior formally dedicated the Cadet Area as a National Historic Landmark District, the highest level of historic designation our nation offers. On that same day, the United States Postal Service unveiled a new commemorative postage stamp honoring our famous Chapel. Given these ceremonies and significant honors, I thought now is a good time to share with fellow facility officers some of the background that makes our campus not only historic, but a very special place from a master plan and facility perspective.

From the start, the Air Force wanted their new campus to be a totally 'designed' environment but first they had to find the site. Over 350 cities and regions submitted proposals. The short list was Alton, Illinois, Lake Geneva Wisconsin, and, of course, Colorado Springs, Colorado. Colorado Springs put together a set of architectural concepts for what they thought an 'Academy' should be. They even developed their own jingle: "Colorado Springs Where Training Time is Any Time" (a jingle that our Cadets do not necessarily buy into). At the same time, the Air Force was struggling with how to plan and design the Academy.

West Point and Annapolis developed over time. Now the Air Force was to build a new Academy, based on new technology and ideas, all at one time. To help understand this daunting task, the Air Force hired an architectural firm to plan and design a hypothetical Air Force Academy on a hypothetical site. From this exercise, information about building size, adjacency, and operational capabilities were obtained and integrated into the academic planning data developed by a team headed by the President of the University of Colorado.

Next on the agenda was to select an architectural firm that could handle planning 18,500 acres of what was then ranch land. The firm would have to engineer everything from roads and bridges to all utility infrastructure, and design architecturally significant buildings equal to, or better than, those at the Military and Naval academies (and do so, including construction, in the amazingly short time of four years from the beginning of site planning to occupancy of the buildings!). Obviously, this was to be one of those 'commissions of the century' and many firms proposed. In the end, it came down to two firms. One was a consortium of firms that included Frank Lloyd Wright as the primary designer. The other firm was Skidmore, Owings and Merrill (SOM), a firm that built its reputation in corporate modernism and had just finished the Atomic City at Oak Ridge. SOM was selected.

When Nat Owings (from SOM) first visited the site, he was so struck by the beauty of the 18,500 acres that he felt the natural environment had to be documented before any of it was disturbed by the Academy construction. He called his friend, Ansel Adams, who came to Colorado Springs and photographically documented the entire site. Two things came out of Owings' first visit. One was the need to integrate new, modern buildings into a site that was at the intersection of transitional ecosystems. The other was the involvement of the best design talent available at mid-century (more on that later).

Man within nature was a primary theme. Unlike most campus', the Air Force Academy is planned in a manner that takes advantage of the mesas and valleys for development, leaving everything between as natural transition zones. No matter what you do at the Academy it involves interacting with nature because of the campus plan. For example, if you work in our Academic Area and need to visit the doctor, you leave one rigidly designed environment, return to nature, and arrive at the hospital. From there, if you decide to go shopping, you leave the hospital, return to nature and arrive at the Community Center, two ridges south of the Academic Area. This same scenario is planned out everywhere regardless of whether you are a Cadet, one of the hundreds of thousands of annual visitors, or you are on staff. There is also a planned hierarchy throughout the campus. The Cadet Area, our primary mission, is located on the highest mesa. Within the Academic area, the Honor Court is at the highest level so, symbolically, everyone looks up to it. The Cadet Area has a color scheme that relates to nature. Red, blue, and yellow fractured glass mosaics from Venice are used on accent walls. The red is used to symbolize the sun, yellow, the grasses on the eastern plains, and blue the sky. On a clear, warm Colorado day, standing on the massive

Continued on page 7



Coffee service designed by Walter Dorwin Teague and Associates as part of the 'industrial design' work that included all the furniture



Cecil B. DeMille rendering of one of the Cadet uniforms

State/Province Reports

Canada Report

Athabasca University receives U.S. accreditation

ATHABASCA, ALBERTA – Athabasca University (AU) has become the first Canadian university to be awarded accreditation by one of the six higher education regional boards in the U.S. The accreditation was recently granted by the Middle States Commission on Higher Education (MSCHE).

“This accreditation is extremely significant for AU,” says AU president Frits Pannekoek. “It is an indication of quality assurance and recognition of institutional excellence. Our students, who live all over Alberta, Canada and around the world, can be confident that this university has met rigorous international criteria for higher education.”

MSCHE’s demanding accreditation criteria call for excellence in how an institution performs in relation to its mission and goals. The commission required AU to demonstrate that it met the criteria by undertaking a thorough self-study examining every aspect of the university’s operations. Eleven teams of AU staff, faculty and students conducted the self-study, which took 18 months to complete and was then reviewed by MSCHE. The process culminated with a week-long visit in March 2005 from representatives of accredited American institutions.

“Careful reflection is a powerful evaluation tool. Not only did we identify opportunities to improve, but we also identified many reasons to celebrate. Athabasca University is a vibrant, dynamic institution. We are leaders in meeting the changing demands in post-secondary education, especially the rapidly growing and evolving realm of online learning,” says Pannekoek.

“Students who access the outstanding programs offered by Athabasca University now have the added benefit of an international academic endorsement that will undoubtedly create the potential for more learning and career opportunities,” says Dave Hancock, Minister of Advanced Education. “Alberta has established a well-deserved international reputation for its advanced education system and this latest achievement will only contribute to its growing recognition for excellence.”

The Middle States Commission on Higher Education (3624 Market Street, Philadelphia, PA, 19104, 267-284-5000) is an accrediting agency recognized by the Council for Higher Education Accreditation. Its region includes the District of Columbia, Delaware, Maryland, New Jersey, New York, Pennsylvania, Puerto Rico and the U.S. Virgin Islands.

Athabasca University is a worldwide leader in distance and online education and currently serves about 32,000 students in Canada and around the globe. Its executive MBA program is one of the largest in Canada.

Montana Report

By Bob Lashaway

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Continued on page 4

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Wyoming Report

by Frank Fox

Weather

The Laramie area has experienced three over whelming storms this spring and summer resulting in uprooted and damaged trees, shrubs, etc. creating large piles of debris more than the Laramie landfill could deal with requiring the establishment of two alternate drop off points for the debris. The first storm was a very heavy wet snow trimming trees that had just leafed out, breaking branches that were easily eight

inches in diameter. The second storm was a wind gale that struck at night. Winds were reportedly in the 60 mph range gusting to 80 mph. The third storm consisted of once again strong winds combined with rain and hail. The third storm managed to break a three inch aluminum rugby goal post off at ground level. It also snapped off a 60 foot Blue Spruce approximately 40 feet above grade and this was just on the campus. The city was a disaster area with power lines down, trees and broken limbs blocking walkways and streets.

Despite the storms the weather has been unseasonably hot and windy.

Personnel Turnover

In an attempt to address the problem of personnel turnover (a rate of 61%) within the Custodial Department, caused primarily due to a lack of opportunity for advancement, it was decided to create a ladder for advancement. The position of Facilities/Grounds Attendant was expanded to four separate pay grades. These consist of the Facilities/Grounds Assistant, Facilities/Grounds Attendant, Facilities/Grounds Attendant II, and the Facilities/Grounds Attendant Senior. These positions can be described in more detail as follows:

Facilities/Grounds Assistant performs cleaning job tasks as assigned according to established standards under general supervision and is eligible to move to the classification of Facilities/Grounds Attendant after six months with approval of the designated appointing authority.

Facilities/Grounds Attendant performs cleaning job tasks as assigned according to established standards under general supervision and is eligible to move to the classification of Facilities/Grounds Attendant II after two years with approval of the designated appointing authority.

Facilities/Grounds Attendant II performs cleaning job tasks as assigned according to established standards under general supervision or provides moving services for campus and the local community and performs moving and setup services for special events.

Facilities/Grounds Attendant, Senior, performs the work done by Facilities/Grounds Attendants under limited supervision and provides project or group leadership.

This organization has been in existence since July of 2004 and has so far appears to have slowed the turnover in the department.

Central Energy Plant – Coal Supplier

To the amazement of the staff when the bid was let for the fuel supply for the C.E.P., for approximately 20,000 tons of stoker coal, no one in the State of Wyoming bid.

The third largest supplier of coal in the U.S. submitted a bid. There apparently is not a demand for stoker coal and therefore the mines do not want to bother with such a small amount. The large electrical generating plants in the state uses pulverized coal. Coal is currently being supplied from a mine near Decker, Montana a 600 plus mile round trip.

Lack of Available Building Contractor's

Due to Wyoming being among the least populated State, it certainly follows that it is not over run with Building Contractors. This has both pros and cons. One of the most prominent pros is the fact that most of the contractors are known state wide for the quality of their work. One of the cons is that when the state coffers are flush and there is a building boom the contractors can name their price. Currently the Engineers estimate may be up to 48% less than the contractor's bid.



Colorado Report

by Al Mages

“Turning a New Leaf”: The 2005 RMA Educational Forum will be held at the Vail Marriott Resort and Spa, Lionshead Village in Vail beginning on Sunday September 11th and closing the evening of Wednesday September 14th. The educational program includes presentations on 11 relevant topics. The Forum provides an excellent opportunity to meet with the business partners and others that work in facilities. Participation in the Forum will help members expand their knowledge and enhance their commitment to the development of facilities at their institution. Vail is one of the most beautiful locations in the world and is just spectacular in the late fall. Everyone on the committee is working hard to make this the best conference possible. Come and help make it happen. Check out the web site at <http://fm.colostate.edu/rma/>.

Auraria Higher Education Center: Jim Kelley retired as Director of Facilities Management at AHEC at the end of June. Jim was very active in RMA serving as president for the 1996-97 RMA year. Facilities Management at AHEC with the support of the business partners sponsored the 1996 RMA Forum at Durango. Jim will be working with the Regional Transportation District to build the light rail mass transit system in Denver.

Following are excerpts from Jim’s email regarding recent progress at AHEC. “Auraria Higher Education Center has completed a new 830 space parking garage to serve the students for the fall semester. Our complete renovation of the Tivoli Student Union will be done this fall and the old late 1800’s Brewery turned shopping center then turned into a student union is in all its original glory since all the white painted brick was restored to the original brick and the old windows were replaced. The heating and cooling systems are all new, the fire alarm system has been replaced and the roofs have all been replaced. The 300,000 square foot building houses all the student offices, the student bookstore, meeting rooms as well as coffee shops, food vendors and game

rooms. Auraria has presented a plan to the Board for building additions and renovations to several buildings on campus including a 65 million dollar addition and renovation to the Science building.”

Colorado State University: John Morris, Manager of Facilities Operations, wrote for the May/June issue of Facilities Manager an article titled “The Hidden Economics of Campus Sustainability” that describes the multiple aspects of a comprehensive sustainability program that was implemented at CSU during John’s tenure. The work that he described includes utility plant investment fees, emission equipment, utility infrastructure, maintenance savings and the indoor environment.

University of Colorado at Boulder: John Bruning (JB) retired as Director, Physical Plant after nearly 22 years of service. JB was a strong member and supporter of APPA and RMA programs. John Morris has assumed the responsibilities as the new Director of Physical Plant.

Following are some excerpts from John Morris’ email regarding JB and UC-B. “I am pleased to have the opportunity to pick up where JB left off. Many have asked how I intend to fill JB’s shoes and my response is that I have no intention of filling his shoes, probably could not be accomplished anyway, but I do intend to build on a strong foundation that he left for me to work with. In turn many have said it is too bad JB did not get the chance to finish his hard work or see it through to completion. My response to that is that JB and I were close and many programs will continue on as they were initiated, but it is like running a relay race.

JB may not be the one to cross the finish line, if there is one to cross, but he ran his leg of the race and handed off the baton for the next leg to carry on. So I am proud to be the one he handed the baton to. My initial assessment is that the UC-B Physical Plant is a strong organization with opportunities and challenges that it is ready to take on. We have plans to improve our programs and push for a proactive versus reactive maintenance organization. Specific programs include improving and expanding the preventative maintenance program, implementing shop planners for improved daily scheduling, expanding the utilization of the work order management system,

improving the campus appearance (specifically in classrooms, building entry ways and landscape), and improving the deferred maintenance and capital needs assessment program. We are working on creating a service culture, which includes plans to improve our customer communication and expanding our building proctor interaction. We also have plans to develop a formal training needs assessment program for our staff, which will include developing an ESL (English as a Second Language) program. All of these programs are aimed at fulfilling one of our primary goals, which is to become the campus ‘service provider of choice’. I see exciting times ahead for the CU-Boulder Facilities Management Department and look forward to being a part of the team.”

University of Northern Colorado: Kirk Leichter provided the following information about facility activities at UNC in his email.

“This spring, we opened a new \$8.5 million dining hall on our west campus. The UNC board of Trustees has authorized issuance of \$85 million in bonds. The projects included will be \$4 million in parking improvements and property acquisition, \$16 million for Athletic facility improvements and \$63+ million to replace an aging 540 bed residence hall with several smaller halls totaling approximately 800 beds. The Athletic facility improvements are the result of a student approved fee increase and include a couple of synthetic fields, renovation of our old stadium to create a dedicated soccer stadium, an auxiliary gymnasium to be shared by the Campus Recreation Center and Intercollegiate athletics, new chair backed seating in our main gym, major sports field and irrigation upgrades and a few smaller improvements.

We also have a \$6.6 million project to replace the buried main lines for our HTHW distribution system and another \$1 million for replacement of aging water mains and a \$2 million renovation of the last of our faculty apartment buildings into student housing. We thought we were going to have a slow down in construction, boy were we wrong.”

Fort Lewis College: The development of the Facilities Master Plan is nearly complete and is expected to be finalized in

Summer 2005

the fall. A program to evaluate on campus housing needs has been initiated and is planned to be completed in early 2006.

Colorado Higher Education Featured in the News: Funding for facilities programs continues to be a challenge in Colorado. The basis of the problem can be found from information provided in a June 20th Denver Post article on the University of Colorado's request for a tuition increase. The article included an interesting comparison of funding for the University of Colorado and major institutions in other states. The comparisons were made for total tuition and fees for in-state undergraduates. Some of those comparisons are provided below.

University of Colorado

Amount student pays \$ 4,341
Amount state pays \$ 3,134

University of Arizona

Amount student pays \$ 4,098
Amount state pays \$15,996

University of Nebraska

Amount student pays \$ 5,268
Amount state pays \$12,360

University of Kansas

Amount student pays \$4,737
Amount state pays \$8,020

SEE YOU IN VAIL.

APPA Calendar

CMAA's 2005 National Conference & Trade Show
September 11 - 13, 2005
Huntington Beach, CA

RMA 2005 Annual Meeting
September 11 - 14, 2005
Vail, CO

APPA's Institute for Facilities Management
September 18 - 22, 2005
Norfolk, VA

ACE: Educating All of One Nation
October 6 - 8, 2005
Phoenix, AZ

Labs for the 21st Century: Energy Efficient Laboratory Design & Operations
October 17, 2005
Portland, OR



Plan to Attend "Turning a New Leaf"

2005 RMA Educational Forum

Vail Marriott Resort and Spa

September 11 -14, 2005

Hosted by Facilities Management at Colorado State University

<http://fm.colostate.edu/rma/>



Supervisor's Toolkit: Nuts and Bolts of Facilities Supervision
October 18 - 21, 2005
Las Vegas, NV

ACUHO-I/APPA Housing Facilities Conference
October 19 - 22, 2005
Salt Lake City, UT

2005 PGMS School of Grounds Management & Green Industry Expo
November 2 - 5, 2005
Orlando, FL

Labs for the 21st Century: Energy Efficient Laboratory Design & Operations
November 16, 2005
Denver, CO

Editor's Corner

I hope everyone's summer is good and all your summer projects are coming to an end. Here in Tucson we are going through our Monsoon season. The College has experienced some damage with the storms. The worst hit was our West Campus. They lost 149 trees in one storm alone. The College is preparing for the new semester that will get under way at the end of August.

On to RMA Business, if you have any news articles that you think would be interesting that is going on at your institution, please contact your regional representative. The state/province correspondents are Arizona -- Dave Brixen, Arizona State University, David.Brixen@asu.edu; New Mexico -- Mary Vosevich, University of New Mexico, mvosevich@unm.edu; Utah -- Brian Nielson, University of Utah, bnielson@camplan.utah.edu; Colorado -- Al Mages, Ft. Lewis College, Mages_a@fortlewis.edu; Montana -- Bob Lashaway, Montana State University, RVL@facilities.montana.edu; Wyoming -- Frank Fox, University of Wyoming, ffox@uwyo.edu; Alberta & Saskatchewan Provinces -- Greg Weins, Athabasca University, gregw@athabasca.ca. If you are interested in participating as the Newsletter editor, please contact Mark Shively, Mshively@uwyo.edu.

I would like to thank everyone for their support and articles through out the years. I enjoyed helping Paul put together the newsletter.

Esther Federico

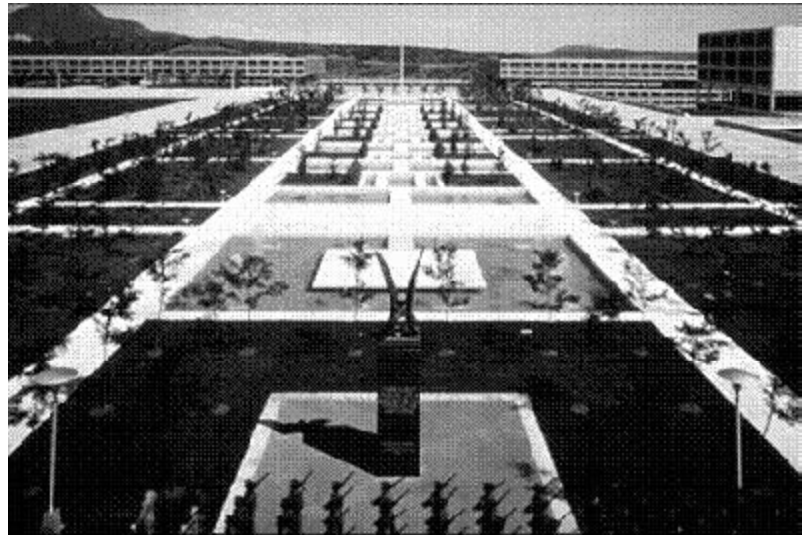
Continued from page 2

'terrazzo' quad, it is easy to understand how important those elements of nature are to this site.

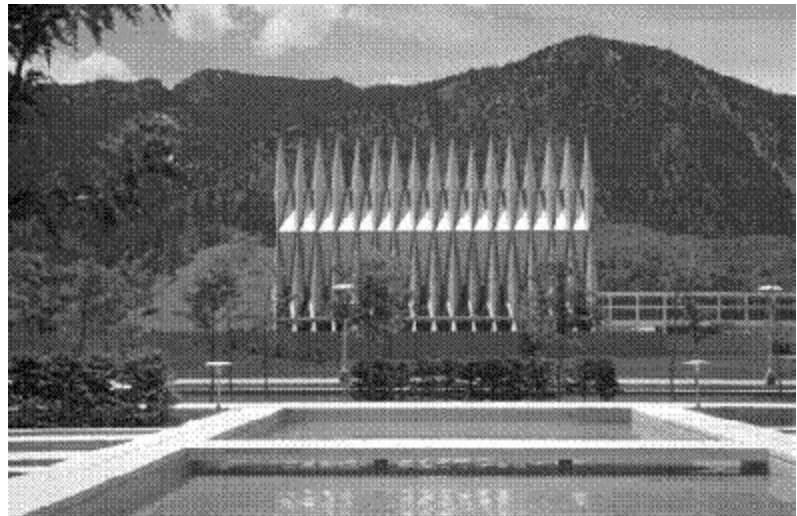
The design of the Academy is architecturally significant with some interesting twists. It is one of the three largest assemblages of modernist architecture in the nation. The other two are the General Motors Technology Center in Warren, Michigan and the new Getty Museum in Santa Monica, California. There are 17 spires on the Cadet Chapel. Cadets will say that the number of spires represent the apostles, Joint Chiefs of Staff, and Superintendent (or something like that). In reality there were 21 spires in early concepts, then 19 in more serious designs, and in the end 17 since there was no budget to build more. Everything here is on a 7' grid. SOM had to decide on a module that could be used efficiently. They asked themselves what the most repetitive element they would design is and, of course, that would be the dorm rooms. Then they asked what the most important thing about a dorm room is and, of course, that is the bed. Walter Netsch, the SOM partner in-charge of the design, had also just returned from Japan where he became very interested in Tatami mats, which fits right in with the idea of a module matching a recumbent person's dimension. An American bed from the foot to the wall is approximately 7' long. So everything is designed around the dimension of a bed. The 7' divides in half to 3'-6" which is the spacing of joints in the marble and granite as well as many window mullions. Further, 3'-6" divides in half to 1'-9" which is the size of each of the marble pavers in our massive quad. The column grid system is 28'. The trees, the lights, benches, and everything else revolves around the 7' dimension. Even the spires on the Chapel are 14' on center!

To close, here are the team members that created our campus. It is not hard to understand why it has become an historic landmark due to its architecture and those that envisioned it. The design was modern then and is modern today.

- Skidmore, Owings and Merrill: architect, engineering, and planning
- Dan Kiley: landscape design
- Herbert Bayer: graphics



The academic area shown across the Air Gardens



The chapel with the water gardens in the foreground

- Ansel Adams: photography
- William Garnett: aerial photography
- Walt Disney: contributor to planning and design meetings
- Cecil B. DeMille: uniform design
- Walter Dorwin Teague and Associates: all furniture and amenities down to the salt and pepper shakers on the dining hall tables
- Eero Saarinen, Pietro Belluschi, and Welton Becket: design advisory committee to the Secretary of the Air Force
- And last but not least, Robert Trent Jones, Sr.: designed the golf course

Some feel that historic designation hinders their ability to manage facilities. In our case we had already established facility standards that exceed what is required to comply with preservation guidelines. Our bigger issue is the balance between the past and the future. While historic preservation is important to us, we are also interested in the classroom, library, student center, recreation facility of the future: the campus of tomorrow. To that end, we have started benchmarking with other universities to learn what approach they are taking. We'll then use that information to determine our own direction. I'll let you know how that goes.

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 2004-2005

President	Mark Shively	University of Wyoming
First Vice President	Tommy Moss	Colorado State University
Second Vice President	Eakle Barfield	Montana State University (Billings)
Third Vice President	Mary Vosevich	University of New Mexico
Secretary/Treasurer	John Morris	Colorado State University
Newsletter Editor	Paul Smith	Pima Community College
Historian	John Morris	Colorado State University
Senior Representative	Paul Smith	Pima Community College
Junior Representative	David Brixen	Arizona State University

FUTURE MEETINGS

2005 Annual Meeting	Vail, CO	Colorado State University
2006 Annual Meeting	Billings, MT	Montana State University
2007 Annual Meeting	Albuquerque, NM	University of New Mexico