



# Building APPA's Body of Knowledge Through CFaR Research

CFaR | Center for  
Facilities Research

By Gary L. Reynolds, APPA Fellow, and Maggie Kinnaman, APPA Fellow

As we all know, without growth an organization cannot stay relevant. APPA's strategy to achieve association growth and relevance was to establish CFaR in 2002. CFaR was the brainchild of Gary Reynolds, APPA Fellow and Past APPA President.

Since its inception, CFaR has produced 16 peer reviewed research projects with another six projects currently being worked on. These projects, in combination with APPA's fully searchable, digital Body of Knowledge (BOK), gives members access to the current best thinking related to facilities management within the educational environment.

Here is a list of the 16 completed peer reviewed research projects; affiliations are as of project completion:

- **The Development of an Instrument Measuring Elements of the Outdoor Physical Campus Environment for Student Satisfaction and Perceived Importance**  
Principal Investigator: Erica L. Eckert, Kent State University
- **Relating Accepted Facility Performance Indicators to Organizational Sustainability Performance in Georgia Public Higher Education Facilities**  
Principal Investigator: Gregory K. Adams, University System of Georgia
- **The National Campus Safety and Security Project and Its Impact on Educational Facilities**  
Principal Investigator: William M. Elvey, University of Texas at Dallas
- **Strategic Capital Development: The**

## **New Model for Campus Investment**

Principal Investigators: Harvey H. Kaiser, Harvey H. Kaiser Associates, Inc., and Eva Klein, Eva Klein & Associates, Ltd.

- **The Development and Application of Policy-Based Tools for Green Buildings**  
Principal Investigator: Anthony F. Cupido, P.Eng., McMaster University
- **Mining for Gems Using APPA's 2007 and 2008 Facilities Performance Indicators**  
Principal Investigator: Margaret P. (Maggie) Kinnaman, University of Maryland, Baltimore
- **The Impact of Levels of Cleanliness on the Academic Achievement of Students**  
Principal Investigators: Alan S. Bigger, Earlham College, and Jeffrey L. Campbell, Brigham Young University
- **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, and Terry W. Ruprecht, University of Illinois, Urbana-Champaign
- **The Impact of Facilities on the Recruitment and Retention of Students**  
Principal Investigators: Gary L. Reynolds, The Colorado College, and David A. Cain, Carter & Burgess
- **Structuring In-House Construction Rates in Colleges and Universities**  
Principal Investigators: Donald J.

Guckert, University of Iowa, and Jeri Ripley King, University of Iowa

- **The Facilities Condition Index as a Measure of the Condition of Public Universities in the United States as Perceived by the End Users**  
Principal Investigator: Robert J. Quirk, California State University, Long Beach
- **Negotiating Win-Win A/E Professional Services Agreements: A Case Study Phase I**  
Principal Investigator: Don Chrusciel, Iowa State University, with Christopher Ahoy, Kelly McCool, and Dean Morton, all Iowa State University
- **Workplace Violence in Higher Education**  
Principal Investigator: Edward D. Rice, Kansas State University
- **The Relationship Between Organizational Climate and Job Satisfaction for Directors of Physical Plants**  
Principal Investigator: Frederic J. Gratto, University of Florida
- **Traversing the Culture Continuum: Organizational Culture and Productivity**  
Principal Investigator: Glenn R. Smith, Bryn Mawr College
- **Implementing the Capital Plan**  
Principal Investigators: William A. Daigneau, University of Texas MD Anderson Cancer Center, and Jack Hug, APPA Member Emeritus and Past President

And here is a list of CFaR peer reviewed research projects in the works:

- **The RMA 14ers Club: A Model for Facilities Mentoring**  
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**  
Principal Investigator: Joseph K. Han, Idaho State University
- **Understanding University Fleet Management and the Potential for Greener Fleets**  
Principal Investigators: Adam Hart and Ashley Fiala, University of North Carolina Chapel Hill
- **Managing Key Human Resource Issues: A Survey of Physical Plant and Facilities Management Officers in Institutions of Higher Education**  
Principal Investigator: Shelley Price, Saint Mary's University
- **Implementation of Total Cost of Ownership (TCO) Principles Into**

### Higher Education as an Integrated Decision-Making Tool

Principal Investigator: Douglas K. Christensen, APPA Fellow and Past APPA President

- **The Effect of Facility Condition Index (FCI) on National Science Foundation (NSF)-Funded Research Grants in Higher Education**

Principal Investigator: Theodore J. Weidner, Ph.D., University of Nebraska Lincoln

In addition to these APPA research projects, another APPA initiative is the Thought Leader Series, an annual retreat that gathers a group of experts to explore the most critical issues facing higher education.

**2012:** Space Management and Utilization (pending publication)

**2011:** Workplace Demographics and Technology: Challenges and Opportunities to the Campus Mission

**2010:** Assessing and Forecasting Facilities in Higher Education

**2009:** The Economy's Influence on Environmental Sustainability and Energy

**2008:** The Challenges of Demographic Changes and Accountability to Campus Facilities

**2007:** Educational Facilities and the Impact of Technology, Expectations, and Competition

**2006:** University Facilities Respond to the Changing Landscape of Higher Education

Taking a comprehensive view of research—and the goals of CFaR to not only create new knowledge but to disseminate that knowledge—means that such things as the annually conducted Facilities Performance Indicators survey and report, articles published in *Facilities Manager*, published books and more than 60 chapters resident in APPA's digital BOK are included in our definition of research. From that perspective, APPA has amassed a huge library of information and research available to APPA members at their fingertips.

For instance, the digital BOK is fully searchable, and CFaR research, articles, and books are available through the searchable library on the APPA website. Collectively it is this huge body of knowledge, information, and wisdom of our members and peers that comprise APPA's knowledge base.

We encourage you to utilize what APPA has developed on your behalf, and we challenge you to conduct your own research and join the list of distinguished CFaR researchers who have helped to make APPA the go-to place for knowledge related to the educational facilities management profession. ☎

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