

*New Mexico State, Ohio State, and UT San Antonio  
Receive APPA's 2016 Award for Excellence in Facilities Management*

# Leadership Flourishes

at AFE Recipient Universities

*By Glen Haubold, Brett Garrett, and David J. Riker*

The APPA Award for Excellence recognizes and highlights the essential role of facilities operations in the mission and vision of an institution. Established in 1988, the Award for Excellence is APPA's highest institutional honor and provides educational institutions the opportunity for national and international recognition for their outstanding achievements in facilities management.

The award criteria focus on excellence in the areas of leadership, strategic and operational planning, customer focus, information and analysis, development and management of human resources, process management, and performance results. This article will focus on the leadership component of the AFE criteria; the text is excerpted from the institutions' applications.

# New Mexico State University

Las Cruces, New Mexico

*Submitted by Glen Haubold, associate vice president,  
facilities and services*



New Mexico State University's (NMSU) main campus sits on 625 acres and enrolls more than 15,000 students from 49 states and 89 foreign countries. NMSU is a NASA Space Grant College and a Hispanic-serving institution with a multicultural population of students and community members across the state at five campuses, cooperative extension offices located in each of New Mexico's 33 counties, and 12 agriculture science centers.

NMSU's Office of Facilities and Services consists of the Project Development and Engineering group that manages both capital construction and small remodel projects for the NMSU System; Facilities Operations, which is responsible for the physical operation and maintenance of the main campus; and Environmental Health and Safety, a unit that is responsible for environmental compliance and safety. Facilities Business Administration provides oversight of the financial and business operations; the sustainability manager makes sure that sustainable practices are incorporated into all of our activities; and the university architect and Campus Planning office oversee the NMSU Master Plan and space management initiatives.

NMSU Facilities and Services employs numerous strategies to set organizational direction and tone. We constantly seek feedback from employees, from external customers, and from faculty, students, and staff, as well as from the research, academic, and administrative unit leadership. As leaders, we stress continuous improvement, accepting constructive criticism and adapting to our ever-changing environment. Our managers and directors attend shop meetings and hold departmental meetings, and each one meets regularly with their direct reports.

## **ALIGNING THE FACILITIES MISSION TO THE UNIVERSITY'S MISSION**

Mission and value statements have been completed and a departmental strategic plan has been developed. Facilities worked actively with Administration and Finance to complete the division plan and finalized the framework for the unit plan. NMSU Facilities and Services established goals using the APPA Award



Glen Haubold, center, and his facilities leadership team.

for Excellence criteria as our Outline for Excellence.

We are known for our communications on campus. We issue regular newsletters and share them with the campus. We hold annual meetings with our building monitors; we e-mail outage notices when our work impacts users; and all units and shops meet regularly as a group and individually.

Facilities and Services management briefs the Academic Dean's Council and the University Research Council when possible. Facilities and Services conducts regular meetings with building monitors and deans; meets monthly as a representative to the University Administrative Council; and has presented at CADRE, the Council of Associate Deans for Research.

## **PERFORMANCE MEASURES ARE CLEARLY DEFINED**

NMSU Facilities and Services has developed benchmarks and Key Performance Indicators (KPIs) at every level, taking pride in the fact that we are one of a handful of units on campus that actually measure performance. Our Vision 2020, the system strategic plan, established a complete set of KPIs. When the

Administration and Finance Strategic Plan was developed, we revisited all of our KPIs to ensure alignment. Each unit has its own set of performance measures that are embedded down to the operational level, and all directors and managers have these written into their performance evaluations for clear expectations and performance measurement.

A major component of the Administration and Finance Strategic Plan was the empowerment of employees and decentralized decision making. Empowerment was a major theme of the Administration and Finance Strategic Plan. Although we were already encouraging decision making at the lowest possible level in Facilities and Services, we seized this opportunity to reemphasize our commitment to empowering our employees and fostering self-direction.

It is particularly challenging to emphasize empowerment while simultaneously focusing on continuous improvement, because supporting empowerment requires a commitment to allowing people to make decisions, and that only becomes possible in an environment where learning from mistakes is encouraged. In many instances, the higher-level organizational processes that guide our personnel could be more conducive to self-direction, innovation, and decentralized decision making. We believe that the best way to develop empowerment is through effective delegation that establishes boundaries, procedures, and processes that are minimal, while providing a framework for effective self-

direction and an environment that allows people to learn from the consequences of their decisions. Where possible, we develop our processes around this approach.

The Office of Facilities and Services will remain involved with APPA, Rocky Mountain APPA (RMA), the International Sanitary Supply Association (ISSA), and other professional organizations, and will take advantage of continuing education and networking opportunities. Senior staff has been attending APPA's Leadership Academy. Numerous staff members have enrolled in various phases at the Leadership Academy and at APPA's Institute for Facilities Management. NMSU has hosted the Supervisor's Toolkit program on campus three times, and we have numerous graduates on staff.

Despite university-mandated budget reductions in 2010 and in 2015, Facilities and Services has been able to increase its level of professional development and professional association engagement, because we believe that doing so is vital to the organization. Facilities and Services encourages all employees to make a self-improvement plan and discuss it with their supervisor.

#### LEADERSHIP CONTINUITY

Facilities and Services specifically encourages high-potential employees to work on professional development, and we track in-house promotions as a performance measure. Supervisors at each level designate and develop an informed management



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backup for times when they are away at professional development programs. While this is a hallmark of customer service, it also means that we are continually training to be at least “two-deep.” Through the normal course of events, we recently had to address the loss of the senior administrative assistant, the university architect, the space manager, and the senior assistant director of project development and engineering—we had people ready to step in as interims almost immediately.

In addition, Facilities and Services encourages high-potential

employees to become engaged with numerous activities that help ensure continuity; two members of Facilities and Services are enrolled in the Aggie Leadership Training Academy (ALTA)—one is from the Office of Environmental Health and Safety and one is from the utility group at the Central Plant. This program was started recently at NMSU for the sole purpose of grooming our campus leaders. The associate vice president of facilities and services served on the program development committee. ■

## The Ohio State University

Columbus, Ohio

*Submitted by Brett Garrett, technical services director and special assistant to the associate vice president*

**T**he Ohio State University’s Department of Facilities Operations and Development (FOD) is led by Mary Lynn Readey, who has served as its associate vice president since 2009. Under her leadership, FOD is a well-structured organization of nearly 1,000 employees. Supporting upwards of 500 buildings on nearly 1,800 acres, the department and its leadership are divided into several operational categories:

- Administration (top leadership, performance metrics, university engineer)
- Design and Construction (development and oversight of construction projects, contracts administration, prevailing wage requirements, building design standards, building code compliance, utility geographic information systems/mapping, utility marking, surveying)
- Operations Services (day-to-day maintenance and custodial services divided among three service-area districts, including second and third shifts and weekend service)
- Operations Support (consolidated efforts for campus-wide Landscape Services, contracted custodial work, Energy Services and Sustainability, Building Automation, the stockroom, vehicle and equipment maintenance, exterior lighting, fire safety systems, roofing, sheet metal, flooring, lock and key services, solid waste management, recycling)
- Utilities (power plant, chilled water systems, steam fitters, high voltage, utilities automation, utilities electrical)
- Environmental Health and Safety (environmental affairs, radiation safety, occupational health and safety, research and biosafety, biosecurity, Wexner Medical Center safety, hazardous waste, compliance)



The Ohio State University campus.

### FOD'S MISSION

*In support of the university's strategic goals and academic plan, we will work to ensure excellence in all facility services by providing a seamless and unified support and delivery organization.*

The FOD mission supports the university’s vision, mission, values, and core goals. One of the university’s core goals specifically embraces FOD’s mission: Resource Stewardship—to become the model for an affordable public university recognized for financial sustainability, unsurpassed management of human and physical resources, and operational efficiency and effectiveness.

Communication with both customers and staff is key to our service model. With such an expansive Columbus campus, FOD has divided its service area into three geographical districts,

further divided into nine zones, plus second, third, and weekend shifts. And in these locales, FOD works with “building coordinators” who serve as liaisons to building occupants. This model affords FOD leadership an opportunity to have informal one-on-one communication with its customers and address customer issues before they rise to the critical level.

In addition, at least once per semester, FOD’s leadership meets more formally with campus customers and building coordinators to share pertinent service and operational information within their geographic area. FOD follows a multistep process to spur attendance at these Customer Service Forums:

- Well in advance, Zone Leaders schedule the meeting through Outlook to accommodate availability of the greatest number of attendees and provide a basic agenda.
- Zone Leaders conduct a personal one-on-one conference, encouraging attendance and eliciting attendees’ items of interest.
- About 3-4 days before the meeting, Zone Leaders send a reminder with an updated agenda highlighting attendees’ items of interest.
- Within 3-4 days after the meeting, Zone Leaders send a summary sheet itemizing bullet points of the discussion, so build-

ing coordinators can disseminate the information to building occupants.

These meetings, along with sharing random work order surveys, annual surveys, and daily customer interactions, are a few examples of how FOD communicates with customers concerning items that impact their day-to-day lives.

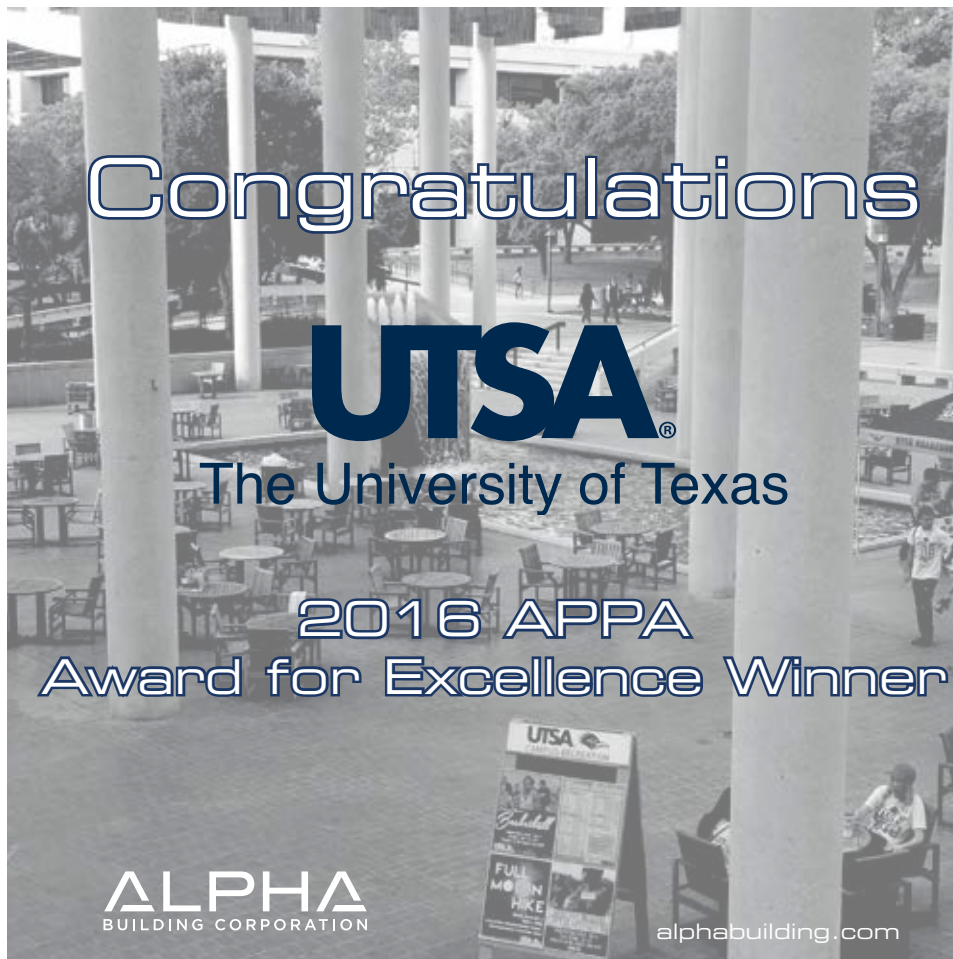
Communications with staff include the following:

**Print & Post**—FOD’s biweekly staff announcements contain highlights of FOD’s work and reminders about university announcements; they are e-mailed to staff members and printed and posted to bulletin boards in break rooms for our noncomputer users. These publications proved to be so relevant and popular that they were expanded to serve all of FOD and the five other departments in the Office of Administration and Planning. Now, the biweekly “A&P Announcements” are sent to the 1,450-plus members of Administration and Planning, in addition to a monthly newsletter with articles of interest focusing on staff accomplishments.

**FOD Operations Today**—FOD supervisors meet regularly with staff to address daily issues and achieve established goals and to share *FOD Operations Today*, a daily communication that highlights basic tenets of exceptional customer service, reinforces safety, shares staff kudos and items of daily interest, and address questions for leadership.

**Digital Signage Boards**—FOD utilizes 15 digital signage boards throughout its satellite locations across campus to reach staff members in real time concerning departmental and university announcements, staff profiles, breaking news, etc., with both static and video/audio presentations. FOD has the ability to live-stream critical campus events. The investiture of Ohio State’s 15th president, Dr. Michael V. Drake, is a typical example. The video productions are archived at Administration and Planning’s YouTube channel and are available for viewing at one’s convenience.

**Annual Meetings**—In addition to FOD’s associate vice president visiting all of the shops throughout the year, FOD hosts an annual meeting to update its nearly 1,000 staff members about the organization’s goals and to answer questions. This forum recaps the prior year’s work and outlines the overarching goals and projects anticipated for the coming year.





## RELATIONSHIP WITH APPA AND OPPORTUNITIES TO STAY INFORMED

Ohio State has been involved with APPA since its beginning in 1914, when William McCracken and representatives from six other universities first met to learn best practices from each other. In addition, many of our staff members have held active leadership roles in MAPPA throughout the years, the first record of which dates back to November 1953. Ohio State has graduated many of its supervisors through the Supervisor's Toolkit program. FOD's senior administrative director of operations, Mike Dixon, coauthored a chapter in APPA's 2014 book *Effective and Innovative Practices for the Strategic Facilities Manager*, entitled "Physical Plant Public Relations." It speaks to an advanced knowledge of communication and keeping customers informed of plant operations. Our staff members have been active attendees at various MAPPA confer-

ences throughout the years and welcome these opportunities to network with colleagues.

FOD is an active host of the Big Ten and Friends conferences, sharing its knowledge and benchmarking with approximately 20 universities in attendance. These conferences are dedicated to specific subject matter for university architects, energy and mechanical personnel, and facilities managers. And we recently hosted the Big Ten and Friends' Facilities Manager Conference, Mechanical Energy Conference, and Midwest Landscape Architects and Grounds Managers Conference.

These are some of the more notable examples of how Ohio State actively learns and shares key benchmarking and industry trends, in addition to attending other various trade conferences and workshops. ■

## University of Texas at San Antonio

San Antonio, Texas

*Submitted by David J. Riker,  
associate vice president for facilities*

**T**he University of Texas at San Antonio (UTSA) has a student enrollment of nearly 30,000 and 5.4 million gross square feet of physical plant. Senior leadership at UTSA's Office of Facilities effectively sets direction and establishes a strong customer focus along with crystal clear and highly visible common values, its high expectations well aligned with the institution's mission, vision, and core values.

Like the institutional leadership team, UTSA Facilities leaders guide the facilities organization toward excellence by focusing on becoming a world-class facilities organization through strategic improvement in all areas. This includes the seven criteria of the National Malcolm Baldrige Quality Award, as well as the APPA Facilities Management Evaluation Program (FMEP) and the APPA Award for Excellence, in addition to high achievement in other areas, including sustainability, education, collaboration, and student engagement. UTSA facilities leaders continuously inspire employees and have created a positive environment that attracts top-notch staff in a highly competitive facilities management market. Facilities leaders perceive themselves as educators, change agents, and leaders in excellence.



UTSA's "Sombrilla" shaded outdoor common area, is at the heart of the campus, and the foundation of the campus masterplan.



Spirited students express their support at UTSA Downtown campus.

UTSA Facilities is a “full-service” facilities management organization, structured, staffed and funded to plan, provide, manage, maintain, and operate all facilities and infrastructure at the institution’s four campus locations. Facilities’ lean functional organizational structure is designed to maximize the effectiveness of services provided to the university community. Four senior leaders report directly to the associate vice president for facilities, who serves as the chief facilities officer and directly reports to the vice president for business affairs. All of the AVP’s direct reports have clearly defined roles and responsibilities in their respective organizations: Facilities Planning and Development; Engineering and Project Management; Operations and Maintenance; and Business and Customer Services.

The AVP for Facilities and all direct reports conduct regularly scheduled staff meetings within their areas of responsibility. A Facilities “All Staff” meeting is typically held quarterly, where major Facilities projects, initiatives, and accomplishments are reviewed and employees are recognized for outstanding service. Newly hired employees are introduced, internal promotions and employee awards are celebrated, and guest speakers provide information and training presentations for staff. Employees are also afforded additional opportunities to provide input to departmental leadership at “All Staff” meetings.

All employees receive regular evaluations from their supervisors and have the opportunity to provide feedback as part of this process. The facilities department has regular, recurring scheduled meetings both within specific departments and for the entire facilities organization, where operational aspects are discussed and employees are provided opportunities to offer input and recommend improvements.

UTSA Facilities has taken extraordinary care to align the Facilities Strategic Plan with that of the institution. In 2006, UTSA’s president and the Executive Leadership Council, including the AVP for Facilities, met off-site for the first UTSA Strategic Planning Retreat that resulted in the development of the UTSA Strategic Plan, *A Shared Vision: UTSA 2016*. The plan identifies five primary initiatives, each with associated goals that feature the promotion of diversity, globalization, and transformative leadership as foundational themes. An implementation plan for the UTSA Strategic Plan was approved in December 2007. A significant feature of the implementation plan was the establishment of tactics to achieve specific goals supporting strategic initiatives. Each tactic was assigned performance metrics, responsible units, resources, and a schedule for achievement.

Concurrent with this work, the Vice President for Business Affairs (VPBA), with involvement from Facilities senior staff, began developing the Business Affairs Strategic Plan, known as “Business Affairs 2016,” which was also approved in December 2007.

Similarly, the AVP for Facilities held a strategic planning retreat with senior Facilities managers and volunteer Facilities employees to begin development of the Facilities Strategic Plan.

The discussions included analysis of strengths, weaknesses, opportunities, and threats (SWOT) and discussions of the Facilities mission, vision, goals, and values. Volunteer Facilities staff served on a number of strategic planning committees to finalize development of the plan. Teams developed a draft mission statement, vision statement, Facilities goals, and core values that were ultimately approved by the Facilities leadership team.

Upon approval of the Facilities Strategic Plan framework, Facilities staff methodically reviewed each of the UTSA and VPBA Strategic Initiatives and Tactics, as well as existing Facilities goals, and established Facilities Strategic Goals aligned with the higher level strategic initiatives. These goals were coded to correspond with appropriate UTSA strategic initiatives and tactics and VPBA strategic plan goals. Action items were developed to support initiatives, tactics, and Business Affairs goals. Facilities summarized the completed Facilities Strategic Plan in a trifold pamphlet and provided copies to all Facilities employees.

In 2015, UTSA embarked on a strategic plan update, *Blueprint 2020*, which is now complete and has informed the Office of Facilities’ updated Facilities Strategic Plan. The plan uses an alignment process similar to that conducted with the previous institutional strategic plan, except that the new Facilities Strategic Plan will be developed using a balanced scorecard approach as recommended by the 2012 APPA FMEP report.

## **SPENDING TIME WITH CUSTOMERS AND FRONT-LINE STAFF**

Facilities senior leadership has been effective in establishing communication by developing formal customer service guidelines and written communication/notification guidelines for emergency and nonemergency work. Facilities staff members facilitate several standing meetings whose primary purpose is to inform key customers and communicate the status of projects and other Facilities-related activities.

Facilities senior leadership promotes customer and stakeholder feedback by conducting monthly surveys of customer satisfaction on completed work orders and by surveying customers at the end of all institutional projects. Additionally, Facilities has developed a baseline customer satisfaction survey to measure satisfaction levels of faculty and staff stakeholders on general Facilities services.

Customer Services maintains a weekly log of customer concerns and meets individually with customers to assure that their concerns are resolved satisfactorily. Facilities has established an automated electronic work request process, held town halls, and developed a formal training program to communicate specifics of the work-request process to customers.

Facilities senior leadership reinforce the role of front-line staff by providing training in Facilities Customer Service guidelines and formal training in Business Affairs’ purpose and guiding principles.

Facilities has also collaborated with the Human Resources (HR) Department to establish a formal supervisory curriculum that all Facilities supervisors are required to complete to ensure they have the tools to grow and lead successfully at the University. In an effort to enhance customer service skills for key staff engaged with customers, Facilities has trained 60 employees in the highly regarded Dale Carnegie Customer Focused training program.

## SHARED VALUES

Senior Business Affairs leadership, including the AVP for

Facilities, have established a culture of excellence by developing the brand “Business Affairs—Your Partner for Successful Solutions” and a brand promise: “We are committed to helping you achieve your goals through excellence in service—every person, every day, every job.” To achieve and sustain cultural excellence, the Business Affairs organization and UTSA Facilities established a purpose, “We Make Success Happen!” and a set of Guiding Principles with mandatory training for all staff. The guiding principles are:

- We respect and care for each other
- We partner to deliver excellent service
- We value and empower people
- We create positive change
- We do the right thing

During job interviews, candidates for Business Affairs and Facilities positions respond to questions related to the above guiding principles. UTSA Facilities provides monthly and quarterly employee awards to outstanding individuals and teams as part of its “Celebrating Facilities Excellence” and “Estrella” (“Star”) programs.

Facilities Leadership encourages and provides funding for employees to obtain and maintain professional and trade credentials and for staff to attend regional and national trade conferences, technical training, and HR-sponsored training programs. With a large number of Spanish-only speaking employees, particularly in housekeeping and grounds areas, Facilities has provided English-Spanish computer training, and Rosetta Stone language learning in both English and Spanish. Facilities employees also complete annual compliance and Conflict of Interest training, which reviews institutional policies and procedures. This

is also true of customer service training, supervisory training, discrimination/sexual harassment training, and other mandatory training programs. ☺

The criteria and application form for the Award for Excellence in Facilities Management can be found at [www.appa.org/membershipawards/index.cfm](http://www.appa.org/membershipawards/index.cfm).

**Deadline for 2017 AFE Award applications: November 30, 2016!**



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