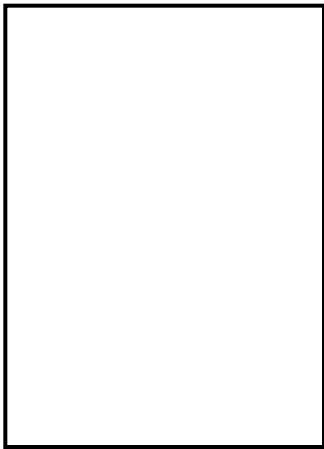


# News

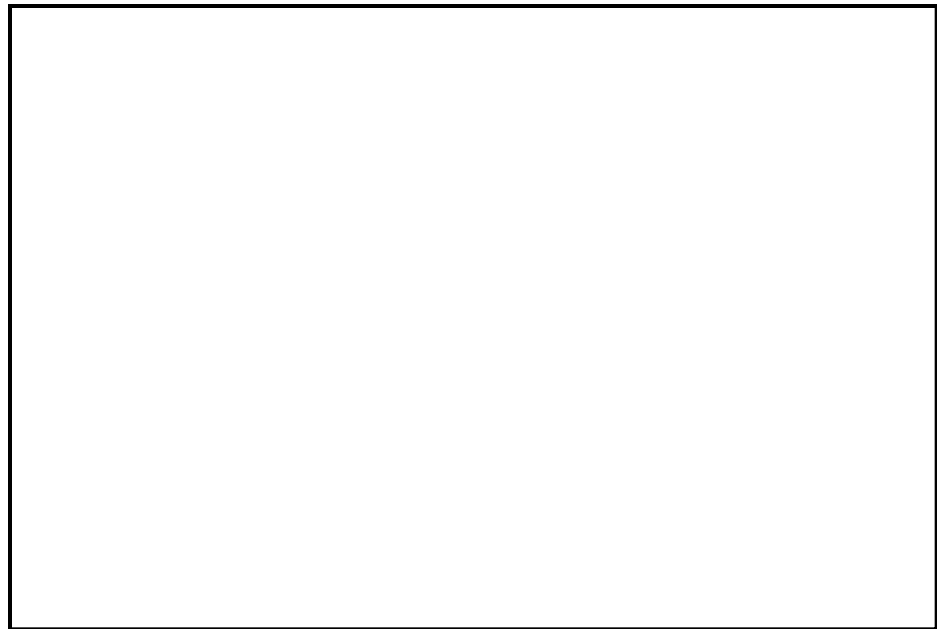
Fall 1998 Edition • Editor, Lee Forest  
lforest@usm.maine.edu

F R A

P



BY NORM CUSHMAN



## *Fall Meeting to Be Held at Middlebury's*

### *Bread Loaf Campus*

**I**t has been said before, but it bears repeating.....If you enjoy FANTASTIC food, FREE golf and swimming, casual attire, LOADS of fun, SPECTACULAR foliage, oh.....and GREAT educational programs too, all in a rustic Vermont atmosphere.....be sure to mark your calendar for what some are describing as the "Conference of the Millennium!" NNECERAPPA at Middlebury, Thursday and Friday October 15 & 16.

The Facilities Management Department at Middlebury College is proud and excited to be the host of the Fall Meeting of the Northern New England Chapter. The Chapter gathering will be held at the scenic

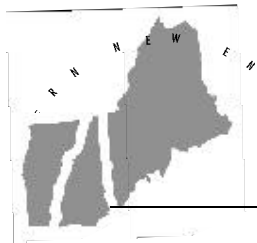
Bread Loaf Mountain Campus of Middlebury College.

The Bread Loaf Campus is located in Ripton, Vermont, 16 miles from the College's main campus in Middlebury. Bread Loaf is home to the critically acclaimed Bread Loaf Writer's Conference and the Bread Loaf School of English. Once a rambling inn and country estate, the Bread Loaf campus is a quaint, rustic New England facility nestled into an idyllic setting.

The Bread Loaf Campus is a unique site for a Chapter Meeting. Meals, educational sessions, vendor exhibits, entertainment and relaxation opportunities are all located

in one convenient complex. (For those who prefer "finer" less rustic accommodations, alternative arrangements in the surrounding community may still be available.)

As Middlebury College prepares for its Bicentennial Celebration in the year 2000, the main campus is undergoing a transformation of sorts. New construction, major renovation and improvement projects abound. In fact, the college is in the midst of a ten-year, \$200 million capital improvement campaign. While visiting our campus, you'll have to excuse our appearance, With so many projects underway simultaneously, it prompted one recent visitor to comment that it



## Fall Meeting

continued from page 1

reminded her of the movie, "Caddy Shack!"

Recently completed projects include a total renovation of Old Chapel, one of the College's oldest buildings, construction of a 50 meter swimming pool (Natatorium), four new student residences, a softball field, and The Grille - a student union dining and entertainment complex with a Cyber Cafe! Projects that are underway include a 210,000 square foot science center and a 2200 seat hockey arena.

Less glamorous but equally significant undertakings include an "on-line" central heating plant expansion and a complete conversion of the College aerial and underground electrical supply system.

We invite you to come and tour our changing campus and take part in an interesting and varied educational program.

From an educational perspective, we will offer three and a half tracks with interesting topics and activities for administrators, supervisors and support staff.

One track will showcase new construction and renovation as a part of the master plan. Middlebury is utilizing a construction management firm as an extension of the Facilities Management Department during the capital improvement period. The sessions will include tours of construction sites and a lively panel discussion focusing on the development of a master plan, design considerations and new

approaches to construction.

A second track will offer exciting and interactive programs for front-line supervisors, team leaders and crew chiefs. Recognizing that there is no one "cookie-cutter" approach to supervising all employees, these practical, hands on programs will examine communication and behavior styles and a way to view your effectiveness as a leader. We will explore how you manage employees to the resolution of conflict and every skill in between. This track is guaranteed to improve the supervisory skills of everyone that attends.

As a corollary to supervisory development, our third track will feature a variety of development programs. A program entitled "The Legal Side of Supervising" will focus on some of the unique legal aspects of supervising staff and managing an educational/residential facility. A second program, "What's Res Life Got To Do With It?" will explore the challenges and rewards of a tightly woven Facilities Management and Residential Life Program. The program "The Impact of Negative Legacies on College Campuses....Hope for the Future," will provide a unique perspective on work life in a college environment. Finally, we will examine change.....

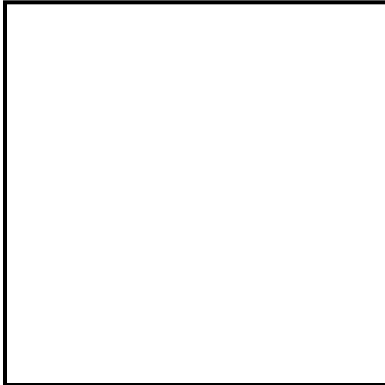
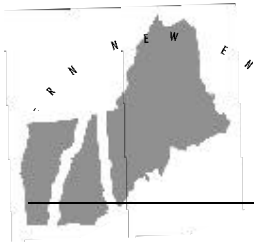
An in-depth information/experience exchange will be available on Friday for a variety of trade specific areas including custodial, landscaping, carpentry, electrical, plumbing and auxiliary services.

Support staff will visit facilities and shop areas and share experiences and ideas.

We have had an excellent response from a wide variety of vendors. Middlebury's in-house Dining Service has prepared a menu to delight anyone's taste. The Thursday evening Octoberfest Banquet Dinner Menu is especially mouth watering! After the meal and business meeting (if you can move!) you will be entertained by a local group "Mud Season," whose unique blend of music, story telling and humor is particularly enjoyable.

We are offering a special "early bird" program for those who arrive on Wednesday evening or early Thursday morning. Come and play a free round of golf or enjoy a swim in our new pool. Campus tours will begin at 9am on Thursday.

So, whether you are interested in: trying to make par on our golf course, touring our construction projects, participating in educational development sessions, looking to find the elusive Middlebury Panther, taking a dip in our indoor lake, delighting your palate with superb cuisine, or just relaxing with friends and colleagues, please join us in Middlebury on October 15 & 16. You'll have a GREAT time.....we promise! <sup>n</sup>



BY ANNE BURNELL

## GET INVOLVED!!

I was innocently standing in the lobby of the Princeton Hyatt waiting for my Dartmouth colleagues during a vendor break of the ERAPPA 1996 Fall Conference, when I was approached by none other than Dave Early, our illustrious Chapter President. At that time, Dave was assisting then Chapter President, Don Briselden, by soliciting NNECERAPPA members for participation in the NNECERAPPA Nominating Committee in preparation for Spring 1997 elections, and asked me if I would be willing to serve. I desperately tried to think up excuses ... too busy, don't know enough people, no time, only been in higher education for a little more than a year ... anything! Dave assured me that the time commitment was minimal and serving on the committee would be a great way to get to know more Northern New England facilities officers. And so, I agreed, not realizing it was the begin-

ning of a wonderful experience!

I have served as the secretary and Treasurer of NNECERAPPA since the Spring of 1997. It truly has been a rewarding experience. I have met some terrific people whom I consider to be friends as well as colleagues. I have participated in decisions which I feel have made a difference to the chapter and to Facilities Management in higher education. In addition, it has been educational and fun! It is exciting to contribute to one of the most active and hardworking Chapters in ERAPPA. The Chapter needs YOU to get involved so that we can continue to grow and contribute positively to our industry, the Chapter, the Region and APPA.

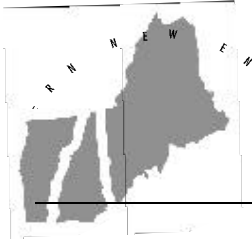
Opportunities for serving on the NNECERAPPA Board of Directors include President, Vice-President, and Secretary/Treasurer, serving one two-year term. In addition there are three Director positions from Maine, New Hampshire and Vermont, also serving one two-year term with the option of serving another consecutive two-year term. The Past President, filled by the incumbent President at election time, also serves one two-year term.

So, you do not want to be that committed (serving on the Board) ... How about serving on a committee? We can always use volunteers to bring fresh ideas and energy to our Chapter. NNECERAPPA has a dedicated team of volunteers which make up the education Committee, but they would love

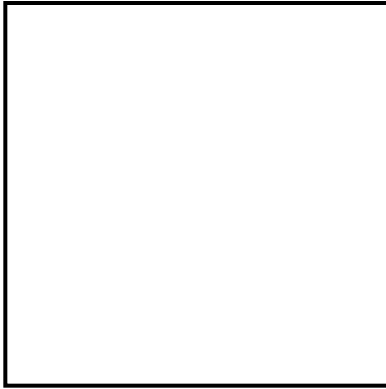
additional brain power and enthusiasm! The Chapter also has a Membership Committee and a Subscribing Member/Business Partner Committee. These three committees are standing committees made up of volunteers. There are also Temporary or Ad Hoc Committees established as required. We will need to establish a new Nominating Committee for Spring elections soon.

And last but not least ... Burlington 2000 is fast approaching. Our Chapter is hosting the ERAPPA Conference in the Fall of 2000 and we need lots of volunteers to help us make it the best regional conference ever! There's something for everyone - committees including finance, special events, entertainment, hotel, registration and public relations, service directory, business partners and education. Join in on the fun! You will find it a rewarding and exhilarating experience.

Please seek out a Board Member at the Middlebury Meeting in October to discuss your interests. Any of us would be happy to discuss our involvement in the Chapter and opportunities for you to serve on the Board or on a committee. n



# Education Committee



BY: THERESA JORDAN

**T**he NNECERAPPA Education Committee and many Board members met at Keene State College during the Spring Meeting. Agenda items included a Train the Trainer Hints Brochure, First Time Attendees Program, Hot Topic Listing, Education Table, and Future Chapter Meeting Sites.

Our Supervisory Training Tapes are gathering shelf dust. To promote and utilize this Chapter resource, we contacted Brian Wormwood, UNE and asked him to address the committee. He truly has experienced the value of the tapes and was willing to work with Don Briselden and pen an article for this Newsletter. In addition, we hope to have a new Supervisory Training Tape Brochure of Helpful Hints. Many thanks to Brian and Don for their assistance.

Check out the Registration Page 1998 Northern new England Chapter Meeting - Norm Cushman and Company noted FIRST TIME ATTENDEE. If you are that individual, be sure to look for the signs and attend the Thursday 10:30 - 11:00 a.m. Program, Break Loaf Inn, Blue Parlor. Attendance is required for participation in the luncheon raffle. Join us for a snapshot of the Facilities Management Organization of Choice!

Do you have a special area you need educational assistance with? Jot down the information on the Hot Topic Listing Flip Chart. The

Education Committee supports your needs and we welcome your assistance. This is one avenue for you to provide information. Look for this Flip Chart at the Fall Chapter Meeting. Educational Materials are found on the Education Table at each Chapter Meeting. Materials found are from APPA, ERAPPA and NNECERAPPA. We advertise upcoming meetings there as well. APPA publications are a tremendous resource - what publication has helped your organization? ERAPPA has a fantastic tape library - do you use this valuable resource? Take time, order on line!

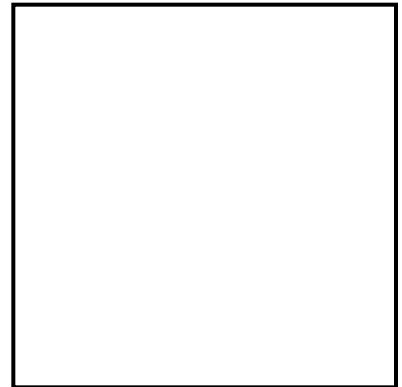
Climb the Peaks of Excellence and experience the Middlebury Bread Loaf Campus, October 15, and 16, 1998. To quote Norm Cushman, "we have tailored our tracks to keep everyone from the administrator to the support staff member actively engaged in learning."

Complete the education track evaluation form. These evaluations provide information for future conferences and planning. Many thanks to the Education Committee Membership for their continued enthusiasm and support in moving the NNECERAPPA forward.

Complete the education track evaluation form. These evaluations provide information for future conferences and planning. Many thanks to the Education Committee Membership for their continued enthusiasm and support in moving the NNECERAPPA forward. n

Visit our homepage at:  
<http://www.erappa.org/nne/>

## Good Luck Jim!

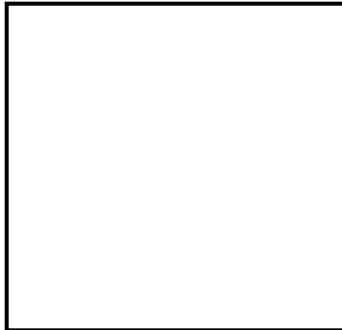
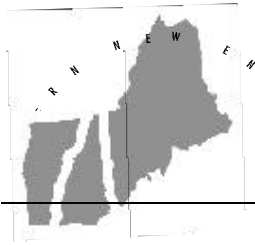


JIM SULLIVAN

What do you think could be one of the most beneficial things that could happen to your Facilities Management Department? I know what you're thinking and it isn't that! For me, and I know I speak for the rest of the crew at Rivier College, it was hosting one of our semi-annual Chapter meetings. How can that be, you say. I'll start by saying that our people are still talking about it even after several years have passed since we hosted our last one. Some folks are even wearing their shirts we all wore at the meeting ... a bit worn and frayed, but still making the same statement: UNITY. The benefits of hosting a Chapter meeting are too numerous to list here, but I just want you to know that it's worth the effort. If your institution has never hosted a meeting, please give it a try. Everyone stands to gain, and I assure you that no one will be the same again. The workplace will become a "funplace."

Everyone wants to visit your campus, so act now and speak to any member of the Board

*continued back cover*



BY: DAVID J. EARLY, PRESIDENT

**O**ctober's bright blue weather is fast approaching and I'm looking forward to seeing everyone at Middlebury college's scenic

*Bread Loaf Mountain Campus on October 15th and 16th. Special Thanks to Norm Cushman and the entire facilities management team at Middlebury for hosting this meeting. Their conference with the theme, "Climbing the Peaks of Excellence," is expected to draw one of the largest groups of educational facilities personnel ever in Northern New England. It is no wonder why this meeting promises to be such a success. With the excellent educational sessions, and scenic location during Vermont's peak fall foliage period, this indeed promises to be one of the most memorable and productive meetings ever.*

*I'm sorry to report that our Chapter Vice President, Jim Sullivan recently resigned. Jim was the director of Facilities Management at Rivier College for many years. He left for a new position with a company in Massachusetts. All of us wish Jim the best of success.*

*Faced with Jim's resignation as VP of NNECERAPPA, the Board of Directors has unanimously elected Dan Gearan of the University of New England to serve as Vice President. Ann Goodenow of Bowdoin has been elected to fill Dan's former position on the Board as Maine Director. Both Dan and Ann have been active in the chapter for many years. We were indeed fortunate to have such capable and knowledgeable individuals available to step in followings Jim's departure. n*

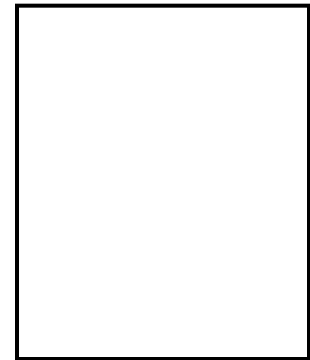
## "It is not too soon"

**T**hat is the thought on many of our minds right now. Even though some may think it is a bit early to start planning and arranging for the ERAPPA regional meeting to be held in Burlington, Vermont, October, 8-11, 2000. With the speed that my time passes, that event will be right on top of us.

Well, planning for the annual meeting is well along. The hotel has been reserved and a number of really fun special events have been booked. This summer the education program committee met at St, Michael's College and brainstormed their way through two days of issues and ideas, defined a vision statement, explored numerous topics, and came up with a list of recommendations. Here is a quick summary. Hopefully, this brief overview will stimulate additional ideas and suggestions from the Chapter members.

### Vision :

Spending time coming to an understanding of what we wished to have for ERAPPA and the Chapter was helpful. Directly stated we want an annual meeting that is fun, spirited, remembered, which incorporates high-tech and experiential presentations. The educational program also must be leadership oriented and



BY DON BRISELDON

motivational. Further the program will be innovative, flexible, broad-based and have a personal touch. We will also work hard to involve the whole community in the meeting. Wow!! That is a vision and a challenge.

### Theme:

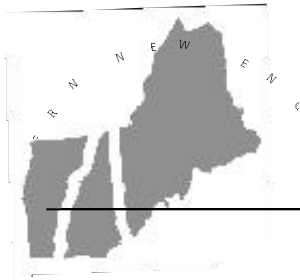
While it is premature to state our theme options, we are prepared to present several theme recommendations to the Chapter board of directors at our upcoming October meeting. However, this is an opportunity for anyone in the membership to suggest a theme. The education program committee is most receptive to any suggestions for topics or themes. Here are theme guidelines to follow:

Build the theme and the program around the ERAPPA50th anniversary.

Recognize the turn of the century but do not just emphasize the year 2000.

Make a connection between the past, and ERAPPA's experience, and

*continued page 8*



"It is not too soon, page 5

the leadership that ERAPPA will provide in the future.

**Program Topics and Presentations:**  
Next summer we will issue a call for presentations. Before then, the committee will be hard at work expanding the topic list, developing the program outline, and selecting special program and keynote speakers. Here is an opportunity to assist and influence the quality of the program. Please let us hear from you if you have a topic in mind that you would like presented at one of the meetings. How about an topic that could be offered at a two-hour special pro-

gram session? Also, if you know of a stimulating speaker who could deliver a keynote address, one that would be motivating and relevant to facilities management, please call me or one of the board officers.

While there is much work to be done, our experience in preparing the 1992 annual ERRAPA meeting builds the expectation that we will have fun doing it while enjoying the satisfaction of making a substantial contribution to the region and the chapter.

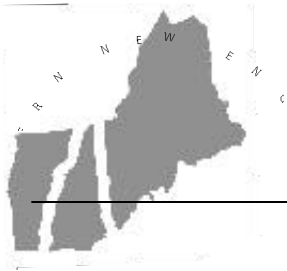
Thanks for reading this. Please share your thoughts and suggestions. n

of Directors or Education Committee if you're willing to become a host. I'm going to change gears now and talk to you about my leaving the institutional arena and moving over to the corporate world. Probably before you read this newsletter, I will have left Rivier College to work for a construction company in the Boston area. It was a hard decision to make, but the change will be good for me. I will have to resign my position as Chapter Vice President, but will resume my connection with APPA as a "Business Partner." I will continue to support the goals and objectives of our Chapter, and our friendship will remain as strong as ever. n

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F D A

## Train The Trainer!

**P**erhaps you will recall these terms and descriptions from a few years ago; Ogden Tapes, Train the Trainer, Basic tools for supervisors. About three years ago, through the sponsorship of APPA and ERAPPA, our chapter invested in two sets of the Ogden Tapes for facilities management departments use in setting up supervisory training programs. Wait a minute you say.... What are the Ogden Tapes? Well, that is shorthand for the proper title, the Basic Tools for Facility Supervisors.

The Basic Tools for Facility Supervisors is a comprehensive, 32 hour training and development package which you can use to train supervisors on site with videotapes, workbooks, discussion guides and a detailed instructor's manual. The advantage to this program is that supervisory training can be brought to you department without the cost of seminar fees and travel costs, and can be scheduled by you to meet your calendar requirements. The only cost to you is the purchase of the individual supervisor workbooks.

The training package is presented in seven modules, each of which is practical and structured, but which are also open-ended and flexible so that they can be tailored to meet your needs.

Two facility departments within the Chapter have actively used the program; The University of Southern Maine and the University of New England. Phillips Exeter Academy is in the process of establishing a training program that will incorporate the modular program.

Here are a few insights from the University of New England experience:

Our experience at the University of New England has been extremely positive and rewarding. We ran the first program during this past winter with seven participants, Leads in Facilities Management. We found the program produced immediate results. Staff with common problems were able to learn together how to solve those problems, deal with staff and personnel issues with new skills learned.

The Basic Tools for Facility Supervisors program provided many situations and problems for our group to solve. The structure of the modules allowed the group to learn a skill, practice and develop it in the classroom, and then take the skill out into the front line and actually use it as they managed their day to day responsibilities. The results were immediate and very positive, empowering our front line Leads as never before. For the first time, they were able to focus on how they managed their personnel responsibilities and were given tools to help them do this to the benefit of their staff and Facilities Management.

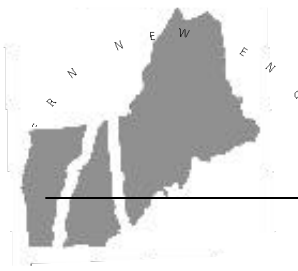
In addition to immediate results, eight months later, I find long term benefits for my staff. The Leads are using skills learned in the modules on a day to day basis, making their job easier and better managed. One of the problems with the program, which we are restructuring into the next session, is the post training follow up and review. We will mix this review

into the next session and continue to reinforce the skills learned as part of the regular training this staff receives. It is also the responsibility of all supervisors on staff to reinforce skills learned in the program.

We will begin the next training session the last week of September. This time we will run one four hour session once a week, instead of two sessions each week for two hours each session. Having learned from the previous training sessions, I feel this time we will have modified the content in some areas to make it more relevant to our staff, and these changes I would be happy to share with members of the Chapter. I support the program fully, I have seen immediate and long term results in the personnel skills of my Lead staff because of the training the Basic Tools for Facility Supervisors has provided. I am encouraged to continue to use the program, and I urge all Chapter members to make use of this program and invite you to share your experiences with me as I offer my services in helping you develop the program to fit your needs.

Ok, that sounds convincing! How does an institution reserve and obtain the Basic Tools for Facility Supervisors program? The procedure is quite simple. Contact Theresa Jordan at the University of Southern Maine at the following address:

Ms. Theresa Jordan  
Administrative Manager  
University of Southern Maine  
P.O. Box 9300  
Portland, Maine 04104-9300  
Email - tjordan@usm.maine.edu



The program is available on a reservation basis for a loan period of eight weeks. The University of Southern Maine will mail the tapes and material to you free of charge. The institution borrowing the material will be responsible for the return mailing.

## *K thru 12 Initiative*

BY DON BRISELDON

While many of us may have the benefit of up-to-date and well cared for primary and secondary school facilities in our communities, such is not the case in many parts of our country. It is in recognition of the plight of public education that the APPA Board of Directors established a K-12 task force in mid-1997.

In the March ERAPPA News I provided a brief overview of the K-12 initiative. This short article is an opportunity to keep you updated on the progress of the K-12 Task Force.

To assist the school facilities manager the task force set several achievement goals. They are to:

Develop education opportunities for facilities staffs within K-12 schools.

Provide networking opportunities.

Develop benchmarking standards and means of sharing best practices information.

The task force is working on a resource model that will provide a sustainable resource of current core benchmarking and best practices information to all K-12 facility managers. Obviously such an undertaking will require support and a commitment of resources. Is it worth it? That conclusion will ultimately need to be made by the user and those who provide the resources. Here is a partial list of the benefits that could accrue.

-Improve facilities planning.

-Assist with budgeting for operations and capital renewal.

-Assess strengths and weaknesses of core processes.

-Identify needs for changes in organizational methods and practices.

-Identify areas that are candidates for cost saving changes.

-Identify processes that can be moved to a new benchmark level.

-Establish quantifiable goals for continuous improvement.

-Minimize reinventing established practices.

-Motivate positive change.

-Promote facility managers' networking.

-Improve practices, processes, and services

-Provide practices education

-Provide methods to measure effec-

tiveness; to find strengths and identify weaknesses.

The task force committee has identified these implementing steps:

-Identify the strategic and operational benchmarks that are core to K-12 processes and which the processes will maintain.

-Set the expectations for the K-12 Task Force and understand the expectations of our clients, the K-12 community:

-Provide the necessary awareness and education so that the K-12 entity knows and understands the availability of the benchmarking and best practices resource.

-Focus our energies so that we are delivering the resource in an effective and efficient manner.

-Develop a resource delivery process that is sustainable over the long run.

-Determine optimum related facility costs, utilities and services to support public education.

We expect to develop a working model within a year and have it available via the Internet. As the development process moves forward we will use the WWW connection to ask for feedback and suggestions. I will keep you posted as progress is made. In the meantime if you wish to know more about the initiative, key on the rainbow at [www.appa.org](http://www.appa.org).