



*ERAPPA's Educational Vision:  
"The Preeminent Source Of Training In Facilities Related Education"*

*ERAPPA's First Town Hall Meeting  
"The Future Of ERAPPA"  
Saturday, March 18, 2006*

ERAPPA conducted its *Mid-Year Meeting in Mystic, CT* from Thursday March 16 through Saturday March 18, 2006. The meeting was held at the *Mystic Marriott Hotel and Spa*, the site of *ERAPPA's upcoming 56<sup>th</sup> Annual Meeting* and was hosted by the *Southern New England Chapter of ERAPPA (SNEAPPA)*.

As part of the Mid-Year Meeting, *ERAPPA's First Town Hall Meeting* was conducted. This was a session conducted at lunch after the ERAPPA Committees conducted their business from 9am to noon.

**The Master Of Ceremonies** for ERAPPA's First Town Hall Meeting was President Elect Glenn Smith of DVAPPA.

**The purpose of the Town Hall Meeting** was to provide a time where the ERAPPA Board could convene and converse with ERAPPA Committee Members that attended the Mid-Year Meeting.

**The result of the Town Hall Meeting** was a time that inspired individuals to:

- Recognize that the times are changing, that ERAPPA has greatly changed from what it was and may be different from what it will be or could be.
- Identify ones's particular passion about ERAPPA and to apply that passion to being good stewards of what we have been given.
- Press forward towards a future brought about by change, sometimes revolutionary change.
- Recognize that, as past and present leaders, we need to have a vision and inspire others to become part of process to fulfill that vision.

**Glenn Smith accomplished the purpose and result of the Town Hall Meeting by**

- Quoting from a popular singer and authors, briefly discussing what they had to say about *change, revolution, reinvention, and stewardship*.
- Providing the Vice Presidents with opportunity to speak to the attendees.
- Inviting attendees to share their “*personal passions*” concerning ERAPPA.

**“CHANGE”, “REVOLUTION”, “REINVENTION”, & “STEWARDSHIP”**

References to significant quotes that relate to change, revolution, reinvention, and stewardship are as follows:

**1. “The Times They Are A-Changin’”..... *By Bob Dylan***

Glenn quoted the first verse of the Dylan’s song

*Come gather 'round people  
Wherever you roam  
And admit that the waters  
Around you have grown  
And accept it that soon  
You'll be drenched to the bone.  
If your time to you  
Is worth savin'  
Then you better start swimmin'  
Or you'll sink like a stone  
For the times they are a-changin'.*

Glenn’s selection of this song to quote from is interesting. The lyrics of that song were printed in the agenda for ERAPPA’s Mid-Year Meeting in Syracuse on April 2, 2004. The theme of ERAPPA’s 54<sup>th</sup> Annual Meeting in 2004 that was conducted in Syracuse, New York was “Changing Times; Enduring Values”. Simply as an amusement for fans of Bob Dylan, this song was placed in the agenda since it related to the theme. That amusement has now been solidified as meaningful with Glenn’s reference it to it in this Town Hall Meeting. The lyrics as published in the Mid-Year Meeting agenda are shown in an attachment.

**2. “The Road To 2015: Profiles Of The Future”.....*By John L. Peterson, Sept 1994/372p. Publishers Group West, Emeryville CA.***

Glenn referred to Peterson’s book in light of “change” that needs to occur to enter the future.

John L. Peterson is a futurist and founder of *The Arlington Institute*, a non-profit research institute that specializes in thinking about global futures and trying to influence rapid, positive change.

*The Arlington Institute* (<http://www.arlingtoninstitute.org/>) encourages systemic, non-linear approaches to planning and believes that effective thinking about the future is enhanced by applying newly emerging technology.

*The Arlington Institute* strives to be an agent of change by creating intellectual frameworks & tool-sets for understanding the transition in which we are living.

3. **“Big Change On Campus”**..... **By David Pearce Snyder**  
**APPA’s Facilities Manager Jan/Feb 2006**

Glenn mentioned this article in the context of “reinvention”, living in “revolutionary times”, and being “revolutionaries”/“agents of change”.

The following closing paragraph is quoted from Snyder’s article in APPA’s Facilities Manager Jan/Feb 2006

• **WELCOME TO REVOLUTIONARY TIMES**

*We are in the middle of a genuine techno-economic revolution. This is the kind of moment that takes up whole chapters of history books.*

*Fifty to 60 years from now, entire history chips will be devoted to this decade, recounting how well—or how badly—the great institutions of the mature industrial economies were able to reinvent themselves for the Information Age.*

*Of all those institutions, the one whose successful reinvention will be most important, is the oldest institution. Older by far than democracy or capitalism, the university and higher education will go through truly revolutionary times over the next 5, 10, 15 years. And in order to succeed in revolutionary times, they will have to be revolutionary themselves.*

*David Pearce Snyder is a consulting forecaster and contributing editor for The Futurist and is based in Bethesda, Maryland; he can be reached at [david@the-futurist.com](mailto:david@the-futurist.com). This article, his first for Facilities Manager, is adapted from his keynote address presented at APPA’s 2005 Educational Facilities Leadership Forum in Orlando, Florida.*

In light of the Snyder’s article, Glenn asked the questioned and commented as follows:

***“Are We Prepared To Be Revolutionary?”***  
***“What will history record about this chapter of ERAPPA?”***  
***“What will be our Destiny?”***  
***“What will be our Vision?”***  
***“What should we become?”***  
***“We are ERAPPA: Past Leaders, Present Leaders, and Future Leaders.”***  
***“The future is in our hands***

**With the above, Glenn pointed out that IT IS VITAL FOR PAST AND PRESENT LEADERS TO BE INVOLVED IN THE RECRUITMENT AND MENTORING OF LEADERS THAT WILL HELP TAKE ERAPPA INTO THE FUTURE.**

4. **“Control Your Own Destiny”** ..... **By Noel Tichy**

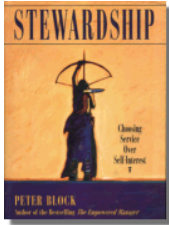
Glenn also quoted Noel Tichy, author of the book, *Control Your Own Destiny or Someone Else Will*: ***“Control your own destiny or someone else will.”***

5. **“Be Bold, Be Imaginative....”**..... **By Charlie Jenkins**

Glenn’s closing reference was a quote by the late Charlie Jenkins. The quote was included in an article by Steve Glazner, a tribute to Charlie Jenkins, published in *APPA’s Facilities Manager* Nov/Dec 2004.

***“Be bold, be imaginative, and don’t be satisfied with the status quo. Admit that we can always improve and, in fact, must improve, for if we don’t improve the rest of the world is going to pass us by.”***

6. **“Stewardship: Choosing Service over Self-Interest”.....By Peter Block**



Consultant Peter Block believes that no one should make their living by watching, measuring, or defining what is best for other human beings. Instead, he proposes a workplace in which everyone manages, everyone does real work, and service replaces self-interest as the guiding principle in organizational life.

Glenn referred to this book to discuss our opportunities to grow stronger and to give back, being good stewards of what we have been given.

**ERAPPA Board.** This year, of the 9 Board positions, there are 4 positions on the ERAPPA Board that are open for elections: *President Elect, Vice President For Membership, Vice President For Education, and Secretary*. Next year, the positions open for election will be *President Elect, Vice President For Chapter Affairs, Vice President For Technology and Communication, and Treasurer*. Being elected to any of these positions represents an opportunity for an individual to step-up, provide stewardship, and be an agent of change so that ERAPPA can attain its vision.

**ERAPPA Committees:** With each ERAPPA VP, there are positions for 11 Committee Members, 1 position for each Chapter. That’s a total of 44 Committee positions, opportunities to serve.

**ERAPPA Representatives to APPA Committees:** Within each ERAPPA Committee, there is a Committee Member that serves on the APPA Committee. That’s a total of 4 Committee positions that serve at the APPA level.

**Given all the opportunities to serve**, Glenn challenged attendees to identify their talents and use them in good stewardship. Glenn emphasized the “*power of individual contributions*” and the “*power of individual influence*”. At that point, Glenn recognized the individual contributions of current Board Members - Treasurer Lou Dursi and Secretary Jim Barbush.

## **INDIVIDUAL PASSIONS ABOUT ERAPPA**

Glenn invited attendees to pair off and take a few minutes to share, “*What makes you passionate about ERAPPA?*” After that brief time of sharing, Glenn brought the attendees back together and asked for individuals to share those passions before all.

This writer did not take notes to capture what had been said by about 10 individuals concerning their ERAPPA passion. However, one theme was along the lines of the “*beneficial, personal relationships*” that have been developed through the years while attending ERAPPA events.

This time of sharing surely resulted in inspiring people to continue to pursue their passion in the continued development of ERAPPA and use that passion so as to bring others on board in the stewardship of ERAPPA.

## VICE PRESIDENTS' COMMENTS

### 1. CHAPTER AFFAIRS FRED LONG

Fred Long noted the following items that are on the agenda for the Chapter Presidents that deal with change in ERAPPA and change in higher education.

- a. **Affiliate Agreements: APPA with ERAPPA and ERAPPA with each Chapter.** These agreements will specify items that make each an individual organization while maintaining a sense of unity.
- b. **ERAPPA's Strategic Planning.** The Chapter President's are taking on the solidification of the Strategic Plan that has been started by the ERAPPA Board with input from the Chapters.
- c. **Contracted Services At Institutions.** How should Facilities Managers prepare for this?

### 2. TECHNOLOGY AND COMMUNICATION KEITH WOODWARD

- a. **Making Things Easier And Quicker.** Such as On-Line "Call For Papers" and "Registration".
- b. **Getting 11 Chapters On The Same "Technology Page".** Keith recognized this as the biggest challenge since Chapters are all different yet part of the whole.
- c. **Implementation Of On-Line Forms.** Such as "Registration" and "Scholarship Application"
- d. **Capturing And Analyzing Data To Make Things Easier.**

### 3. MEMBERSHIP SARAH HIGH

**The Picture Of APPA/ERAPPA.** Sarah High related the theme of this year's annual meeting, "*Preserve The Past, Chart The Future*" to what this writer terms as "*The Face Of ERAPPA Past, Present, And Future*". Secretary Jim Barbush found some historical documents in ERAPPA's files that included a Summer 1988 APPA publication that celebrated APPA's 75<sup>th</sup> year (*see attachment*). The publication included 2 photographs: (1) a photo of attendees at the 1914 APPA Annual Meeting  
(2) a photo of attendees at the 1930 APPA Annual Meeting

Both photos provides a picture of the membership as being all white, all men, all older looking, and all wearing suites and ties. That does not describe the membership of APPA and ERAPPA today.

Today's photographs should show a diverse membership of men and women of various races and various ages. Several women attending this Mid-Year Meeting were recognized.

**Sarah presented the "Recruitment Of Young People" as a focus.** In conjunctions with young people, Sarah mentioned the possibility of "*Day Care For Families*", that ERAPPA could include opportunities for children as well as the spouse/guest opportunities, so as to aid young people in attendance at Annual Meetings.

### 4. EDUCATION WILLY SUTER

**Educational Opportunities.** Willy Suter emphasized that we should recognize the opportunity that we have today in ERAPPA. We have committed Board Members and committed Committee Members that are tuned into education. They are listening to what needs to be provided in education for members.

**In-Dept Training Needs.** Willy noted that we are looking to have better education than what can be offered in a 50 minute session, and providing in-depth training to meet the needs of the membership.

**Willy noted the goal of being "the preeminent source of training in facilities related education".**

## OTHER ITEMS

### UPCOMING ANNUAL MEETINGS

**Mario Buchard is Chair of the Host Committee for ERAPPA 2007:**

**ERAPPA 2007:** ERAPPA's 57<sup>th</sup> Annual Conference  
Dates: September 28 - October 3, 2007  
Location: Ottawa - The Nation's Capital  
Theme: *"Capital Ideas for Sustainable Resource Management"*

**A member (Marie) of the MD/DC Chapter noted the following about ERAPPA 2008:**

**ERAPPA 2008:** ERAPPA's 58<sup>th</sup> Annual Conference  
Dates: September 28 to October 3, 2008  
Location: Washington, DC - In nation's Capital  
Theme: *"Capital Ideas For Facilities Management"*

### APPA'S LIAISON TO APPA

Randel Edwards distributed a Recruitment Resource to attendees.

## SUMMARY

*Did ERAPPA's First Town Hall Meeting stir the hearts of attendees?* Yes, I believe it did.

*Did ERAPPA's First Town Hall Meeting lead attendees to vocalize and therefore solidify there passion for ERAPPA?* Yes, I believe it did.

*Do we need to be agents of change so that ERAPPA can enter the future on a solid foundation?* Yes, I believe we do.

*Can ERAPPA become the "the preeminent source of training in facilities related education"?*  
That depends on our leaders and our members, their passion, vision, stewardship, and ability to react in fast moving and changing times. Succession planning in leadership roles is an important part of the process to reach that goal - Succession that passes on the torch to successive leaders that have had the vision and responsibility of stewardship passed on to them.

*What will be the picture of ERAPPA in the future?*

*Are you part of that picture in a leadership role?*

*ERAPPA: You gotta experience it to understand it!!*

(draw your picture of "ERAPPA In The Future" here and put yourself in it)



**“The Times They Are A-Changin’”**  
**By Bob Dylan**

**Come gather 'round people**

Wherever you roam  
And admit that the waters  
Around you have grown  
And accept it that soon  
You'll be drenched to the bone.  
If your time to you  
Is worth savin'  
Then you better start swimmin'  
Or you'll sink like a stone  
**For the times they are a-changin'.**

**Come writers and critics**

Who prophesize with your pen  
And keep your eyes wide  
The chance won't come again  
And don't speak too soon  
For the wheel's still in spin  
And there's no tellin' who  
That it's namin'.  
For the loser now  
Will be later to win  
**For the times they are a-changin'.**

**Come senators, congressmen**

Please heed the call  
Don't stand in the doorway  
Don't block up the hall  
For he that gets hurt  
Will be he who has stalled  
There's a battle outside  
And it is ragin'.  
It'll soon shake your windows  
And rattle your walls  
**For the times they are a-changin'.**

**Come mothers and fathers**

Throughout the land  
And don't criticize  
What you can't understand  
Your sons and your daughters  
Are beyond your command  
Your old road is  
Rapidly agin'.  
Please get out of the new one  
If you can't lend your hand  
**For the times they are a-changin'.**

**The line it is drawn**

The curse it is cast  
The slow one now  
Will later be fast  
As the present now  
Will later be past  
The order is  
Rapidly fadin'.  
And the first one now  
Will later be last  
**For the times they are a-changin**



## Celebrating APPA's First 75 Years

by Christy Wise



The first known photo from an APPA annual meeting. J.M. Fiske, fifth from the left in the front row, is credited with starting the association in 1914.

Over the course of its seventy-five year history, the Association of Physical Plant Administrators of Universities and Colleges (APPA) has become a more professional organization at the national and international levels while maintaining much of the fellowship and camaraderie of its beginning years.

That is the consensus of members emeritus and retired past presidents who were asked by Facilities Manager to discuss the history of APPA. In July 1988 the association celebrates its 75th Annual Meeting; the 1988 Annual Meeting will continue APPA's celebration of its founding in 1914.

For this history, former members

recalled their favorite memories of their first contact with APPA—usually an annual meeting—and reviewed the many changes that have occurred both in the higher education physical plant profession and in APPA itself. Many of APPA's changes were prompted by changes and growth in the field, pressing APPA's ability to adapt to the evolving needs of its members.

In the past seventy-five years, the job description and responsibilities of a physical plant manager has changed vastly. They have gone from being supervisors of buildings and grounds, usually under the aegis of other university managers, to being highly professional administrators in their own rights, with significant jurisdiction and responsibilities.

Hence the early days of APPA, the facilities management profession has faced enormous upheaval such as growing enrollment and expanding

physical plant departments, shrinking enrollments at some institutions, increased federal regulations, automation of mechanical systems, computerized record keeping, formation of labor unions, increased paperwork and a rise in vandalism, all while physical plant administrators continued to work with fewer funds than were needed to maintain a well-functioning physical plant. The big goals and standards of achievement of APPA's facilities professionals remained the same throughout.

APPA, too, experienced tremendous changes during the past seventy-five years including growth in membership to include junior colleges and other institutions, the establishment of a national office, incorporation as a non-profit educational association, purchase of its own building, the creation of many new programs such as the Energy Task Force and the Institute

for Facilities Management, and the publication of a professional journal.

Some of the universities that existed through the expansion and growth of APPA are evident in members emeritus' current enclaves and associations. Despite the conflicts and difficulties, however, almost everyone speaks about APPA with great fondness and affection. As Bruce Rutherford of Washington State University said, APPA provided "the opportunity to meet with and talk to some of the best people in the business and to pick up new ideas and procedures—some proven and some not."

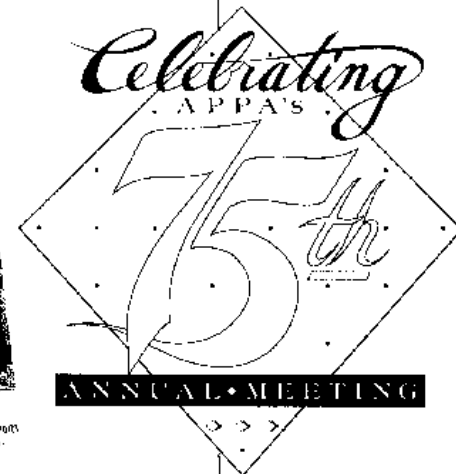
The organization, according to George O. Weber of the University of Maryland and APPA president in 1978, "grew originally from a small gathering with primarily 'experience exchange' sessions into a professionally oriented organization with struc-

tured programs and support from suppliers through exhibits and annual meetings and advertisements in newsletters."

The 1920s and 1930s

APPA was the brainchild of J.M. Fiske, superintendent of buildings and grounds at the University of Iowa in Iowa City, Iowa. In January 1914 he sent letters to the superintendents of buildings and grounds of several mid-western universities and colleges asking about their interest in forming an organization of superintendents.

Many responded and the first meeting was held in 1915 at the Sherman Hotel in Chicago with fourteen people attending. The group formed the forerunner of APPA, the Association of Superintendents of Buildings and Grounds of Colleges and Universities, and that name was retained until 1948. Although the history of APPA's first





Group shot from the 1930 annual meeting at the University of Kentucky.

fifteen years is somewhat sketchy, the records do show that the annual meetings during those first years were held in the Midwest at Big Ten schools. Roy Lund, who started at the University of Minnesota in 1922 as a draftsman, attended APPA's annual meeting in 1927 at the University of Minnesota.

"There were about fifteen present," Lund recently recalled, adding that the meeting was "mostly 'bull' sessions. Discussions were mainly on custodial problems—painting, classroom lighting—and watchman services." Lund, who retired in 1970 as assistant vice-president and director of plant services, said, "I attended twenty-six national conventions in the United States and Canada. I fondly remember my early contacts with Paul Elleman, Ed Pardon, Henry Pearson, Al Gallistel, and Ed Kinney."

In 1928, the location of meetings expanded to include institutions adjacent to the Big Ten group.

#### The 1930s

The structure of the meetings

changed in 1930 from a roundtable discussion to a format where members could present papers on current topics affecting the physical plant industry. That year the meeting was held at the University of Kentucky in Lexington with twenty-five people attending. By 1933, attendance had increased by two for the annual meeting at Purdue University in Lafayette, Indiana. The total assets of the association were \$150.

The University of Illinois in Urbana was the site of the 1936 meeting, and for the first time members of the host institution's faculty were asked to present papers. Professor F.R. Watson gave a presentation about acoustics in buildings, a relatively new concept not yet ten years old.

Attendance nearly doubled for the Ohio State University meeting in 1937 with forty-eight people attending. All of the presentations at this meeting were given by members. Paul Elleman, the newly appointed superintendent at Ohio State, hosted the group. Elleman had taken over the hosting duties from W.C. McCracken, former



## Charlie Jenkins

**APPA lost a beloved colleague, friend, and leader when Charlie Jenkins passed away on November 14, 2004.** He served as APPA's President in 1994-95 and truly opened the door for major positive changes that resulted in positioning APPA as a leading education association.

**Charlie was recognized throughout his career for his service as President of APPA, the Central region, and of Texas APPA.** Under his leadership, Saint Mary's University in San Antonio, Texas received the 1993 Award for Excellence in Facilities Management.

Personally, he received **APPA's Meritorious Service Award in 1992** and the **President's Award in 1991**, as well as similar awards from CAPP.

**Charlie was an educator for APPA**—teaching the Individual Effectiveness Skills track at the Leadership Academy as a Franklin Covey certified trainer, serving as dean of general administration for the Institute for Facilities Management, and making many presentations on leadership at APPA and regional conferences.

**Charlie was also an excellent writer and editor**—he was field editor and contributor for APPA's publication, *Perspectives on Leadership in Facilities Management*, he wrote numerous articles for *Facilities Manager*, and he could always catch the errant typo or questionable word choice in the best of publications.

**But most significantly, Charlie was a leader and a mentor.** I interviewed Charlie for the magazine in 1994 when he became APPA's President, and he offered three attributes of an excellent leader: a leader must have a vision for the future, a leader must be flexible, and a leader does not quit.

**The following are several quotes from that interview of more than ten years ago.** If you did not know Charlie Jenkins, you will miss him as much as those of us who had the honor.

*"Leadership and management are different. Higher education is overpopulated with managers and dreadfully short of leaders."*

*"Too many of us have fallen into the trap of being mostly concerned about buildings, systems, infrastructure— inanimate things—and forgotten that it's people who are our customers and the ultimate stakeholders in our success."*

*"I don't have very much patience with those who say they can't do something because they're 'just a small college.' You're only as small as you think you are. I don't accept that as an excuse for not trying new ideas, not getting better, and not doing good work."*

*"Be bold, be imaginative, and don't be satisfied with the status quo. Admit that we can always improve and, in fact, must improve, for if we don't improve the rest of the world is going to pass us by."*

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**FACILITIES MANAGER Nov/Dec 2004 Issue – Article from Editor Steve Glazner  
REPRINTED WITH PERMISSION FROM APPA.**

**POSSIBLE SIDEBAR FOR APPA'S FM ARTICLE**

**ERAPPA'S TOWN HALL MEETING**

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***"What will history record about this chapter of ERAPPA?"***

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***For more information on ERAPPA's First Town Hall Meeting, go to  
<http://www.erappa.org/Erappa%20Leadership/TownHallMeeting.doc>***