

# Newsletter

AFC January 2020 Quarterly Newsletter



## Gary Rudkin: A word from our president

President of AFC and Membership Chair.

[\[Continue reading...\]](#)



## Campus Management Requirements

New research from Planon & Blue Ribbon Panel Report on campus management needs.

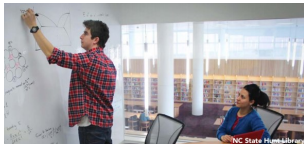
[\[Continue reading...\]](#)



## Talent Acquisition & Retention

Ways to increase employee retention, from hiring the right people, providing training, etc.

[\[Continue reading...\]](#)



## Why & How Learning is Changing

WE:binar. On Campus and online.

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## World Workplace 2019

Impressions of the Conference & Expo in Phoenix, AZ.

[\[Continue reading...\]](#)

# Engage

## AFC on IFMA Engage

By Gary Rudkin, President & Membership Chair

[\[Continue reading...\]](#)

**“What Keeps You Up At Night”**  
**CLICK HERE**

Interested in a particular topic for a webinar?  
**Let us know!**

### Also in this issue:

- [Membership Map](#)
- [Sponsorship Program](#)
- [About AFC](#)

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*President:*

Gary Rudkin  
General Manager, CORIX Utilities  
E-mail: [Gary.Rudkin@Corix.com](mailto:Gary.Rudkin@Corix.com)

*Vice-president:*

Carlos Rodríguez  
Facilities Manager Carol Morgan School  
Email: [crodriquez@cms.edu.do](mailto:crodriquez@cms.edu.do)

*Secretary:*

Ken Jones  
VP of Facilities & Security, Endeavor Schools  
Email: [KJones@endeavorschools.com](mailto:KJones@endeavorschools.com)

*Treasurer:*

Greg Victor  
Director of Facilities, Ensworth School  
Email: [gregvictor2@aol.com](mailto:gregvictor2@aol.com)

*Past President:*

Jolie Lucas, CFM, AICP, LEED AP  
General Atomics  
Email: [Joliefab@cox.net](mailto:Joliefab@cox.net)



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### A word from our president

By Gary Rudkin

Happy New Year and welcome to 2020!

Closing out a year and completing year-end projects can be hectic and stressful. I hope you enjoyed the holidays! The AFC Board is pleased to announce the formation of a Program Committee to develop educational webinars and roundtable sessions. Steve Greenwood, Jen Fittz and Nancy Carnahan volunteered to serve on the team; we appreciate their energy and dedication to successfully meet your needs we need your input on topics.

Jolie Lucas is leading a webinar on the 16th of January, and we encourage you to carve out an hour from your busy schedule to attend. One of many topics will be open discussion in regards to "What Keeps You Up At Night". Your input is needed along with your best practices and lessons learned. If you cant make it feel free to email the AFC Board.

Let's deem 2020 is the year of collaboration.

Regards,

Gary Rudkin  
President of AFC and Membership Chair



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## New Research on Campus Management Requirements



### Research - Blue Ribbon Panel Report

Higher education in the United States and globally is being battered by a confluence of forces including changing economics, demographics, technology, new infrastructure, and changing educational objectives. It is no longer a question of whether traditional concepts and campus design—which have taken shape over the past several hundred years—need to change. Instead, the focus must be on to what extent these traditional campus concepts of campus design must transform to successfully address the emerging needs in all these areas.

Planon assembled a Blue Ribbon Panel of higher education experts—with varied perspectives and many years of experience—to research and define contemporary campus management needs, as well as the changes in higher education imperatives as more universities seek to adapt and become future-proof.

The panel focused on five attributes of the campus—people, place, technology, education, and economics—and gives recommendations around how a campus management system must evolve to meet the changing needs from these perspectives.

You can download the report in the following link [HERE](#).

**Please note that you will be asked to provide your contact information to receive a copy.**



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### Talent Acquisition & Retention by Jolie Lucas

The topic of talent acquisition and retention was brought up over a year ago as a concern of several of our members on our webinar “Getting to Know the AFC”. Since then, I have found the topic to be universal, as I have seen conversation threads on LinkedIn, Facebook, and IFMA Engage, and it is a popular topic at conferences. As I started researching to write this article, I discovered it was a Pandora’s Box - a complicated subject that is not likely to be resolved in one article. So this will be the first of a series to provide some insights and open what I hope will become a dialog with you - our AFC membership.

It seemed the best place to start would be to talk to an expert, so I interviewed one of our Talent Acquisition Managers, Bradley Garner. (Full disclosure: we are not currently working in the Academic Facilities arena. But based on the universality of the topic, I was hoping just to get the ball rolling.) Acquisition and retention, though related, are two different issues to be addressed. Our conversation was focused on retention.

One way to increase employee retention is to hire the right people. “Too often,” Brad said, “people are hired based on their skills or resume and not on their behaviors.” Talent Acquisition Managers need to consider both skills and behaviors. He emphasized the need to find people who fit the organizational culture, and who will become an engaged part of the team.

I asked, “What about the interview questions that try to identify behaviors?” He responded, “What kind of training do the interviewers receive?” If your Human Resources department is doing the interviewing, they may be experts in interviewing but not have a full understanding of your department’s unique needs or culture. Ideally, you will have an interview panel that includes representatives from both HR and your department. If you are doing the interviewing, have you been trained in how to effectively interview? The tools are great, but only if you know how to use them. For example, it is human nature to ask more leading questions when potential employees don’t provide the answers the interviewers were hoping to hear.

So now you’ve hired someone. What kind of on-boarding does the new employee receive? In the military, there is a period of “boot camp” where new recruits not only learn specific skills, but most importantly, they become part of the culture and embrace the greater mission of the organization. (Hint: It is more than a vision statement poster on a wall.) Does your new employee believe they were hired to clean classrooms and empty the trash or to help provide an excellent learning environment? Think about which employee is most likely to stay – the one who feels they are part of the larger mission or the one who is merely collecting a paycheck?

Another factor in retention is good management. There is an adage that says people go to work based on what they think they know about a company, but they leave because of a relationship with their supervisor. Many managers were promoted to their position based on their good job performance, but may not receive training (or even have an interest) in managing people.

Do you and your managers get to know the employees on a personal level? In order to understand what motivates your employee, you need to know why they are there. Are they interested in advancement? Are they concerned about an ailing family member?



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### Talent Acquisition & Retention by Jolie Lucas

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To this end, Brad suggested that I look at the “Herzberg Two-Factor Theory.” Psychologist Fredrick Herzberg determined that some things decrease job dis-satisfaction, and he called these things “Hygiene Factors.” Hygiene factors include good working conditions, wages, policies and rules, status and security, and relationships with coworkers and supervisors. Then there factors that actually increase job satisfaction, and those things (that he labeled “Satisfier Factors”) include achievement, advancement, recognition, responsibility, personal growth, and the actual work itself. These two factors, hygiene and satisfiers, work in harmony to motivate employees.

Just as remedying the causes of dissatisfaction will not create satisfaction, adding job satisfaction elements will not eliminate job dissatisfaction. Loving the work you do can rarely overcome a hostile work environment, for example. The problem is that many managers use hygiene factors to motivate, when in actuality they do little to motivate people. Therefore you need to work to eliminate job dissatisfaction while simultaneously creating conditions for job satisfaction.

Understandably, not all things are within your control. You cannot ensure employment stability for all your employees. You may not have control over your school’s policies. But you can provide a reassuring environment that feels stable, and make sure that your employees are treated fairly and with respect. You can strive to learn what kind of advancement goals each of your employees has (and one size does not fit all!) and help them plan to achieve their goals and grow as individuals.

Obviously, we all work to get a paycheck. But as Brad pointed out, “Even CEOs who earn millions leave jobs, so it isn’t always about the money.” Your job is not to become your employee’s friend, but to be a compassionate and supportive manager who understands what drives your people to show up to work every day.

*(It should be noted that one of the criticisms of the Hertzberg Two-Factor Theory is that it addresses employee satisfaction and is not related to performance or production. Clearly, it is most important to retain high-performing employees. How to increase employee performance and production is treated as a separate topic for the purposes of this article series.)*

*The author welcomes questions, anecdotes and/or feedback. Please email her at [Joliefab@cox.net](mailto:Joliefab@cox.net) with the subject line: “AFC Newsletter.”*



## Newsletter

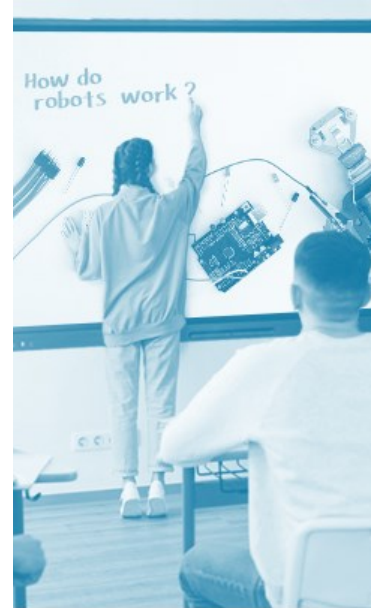
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### WE:binar Why and How Learning is changing

On November 21st of 2019, Elliot Felix presented the webinar “Why and How Learning is Changing - On Campus and Online”, which was hosted by Megan Campbell and Emily Dunn.

Elliot Felix is the Founder and CEO of brightspot strategy. brightspot is a higher education strategy firm on a mission to make the student experience more engaging and more equitable by better connecting people, places, and programs -- on campus and online.

Elliot talked about the demographic, economic, and technological changes facing higher education and how colleges and universities are adapting by enabling active learning, supporting impact-driven research, making student services more seamless, and fostering more diverse and inclusive communities.



**You can download the Presentation here.**

*“It was very useful, fast paced, engaging and the question/answer format was ‘telling’ in that it’s pretty clear we are all facing the same kinds of demographic, economic, and technological changes in higher education”*

- Yvonne Holland, Queens University, Canada



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### World Workplace 2019

Oct. 16-18, Phoenix, Arizona, USA  
Phoenix Convention Center

The most all-encompassing learning and networking event on facilities and how to manage them. Immerse yourself in all things FM — from groundbreaking discoveries impacting the industry, to achievable strategies for your daily to-do list. Discover a new way to do it, a different place to source it, a cool tool to fix it or an action plan to solve it. Whatever your “it” is, pursue, perfect or attain it at World Workplace.



The Academic Facilities Council met on Wednesday morning before the opening keynote address. With close to 20 attendees, we discussed the AFC’s potential to bring FM’s and companies together from different types of Academic Facilities.

We went over numbers and stats, discussed educational opportunities, professional development, and the future of the AFC with its upcoming 30th anniversary next year.

On Thursday, the group met at the 1130 restaurant and had a great time; With good food and company, it was interesting to meet in a social environment whilst being able to connect with fellow professionals.



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## AFC on IFMA Engage

Networking and sharing best practices is one of many benefits for IFMA members. The ability to learn from others on what works and what doesn't at no cost drives value for our customers. In an effort to facilitate discussions specific to our needs, your Board created an AFC Engage site.

Currently, I subscribe to All Members, Component Leaders and the AFC site. Yes it is three additional emails almost daily, but it only takes a moment to peruse through the topics and click on relevant topics that are thought provoking. How many times have you wondered how someone else tackled a problem but had no easy way to find out. Engage is extremely simple to navigate in be that responding to a post or creating a new one.

### Let's get started!

- Log into <https://engage.ifma.org/home>
- Go to My Groups
- Click on the "Academic Facilities Council".
- You can post, read, and respond.



Please take a moment to check it out and give your Board feedback. If you need assistance you can email me at [gary.rudkin@corix.com](mailto:gary.rudkin@corix.com).

Thank you,

**Gary Rudkin**  
AFC President and Membership Chair





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### AFC Round Table

# “*What Keeps You Up At Night*”

“Funding...Or Lack Thereof”

“One Word, Unions”

“Where am I going to find skilled trades people”

**Date: January 16<sup>th</sup>**

**Time: 3:00 PM Eastern**

[Register Today](#)



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## Membership Map

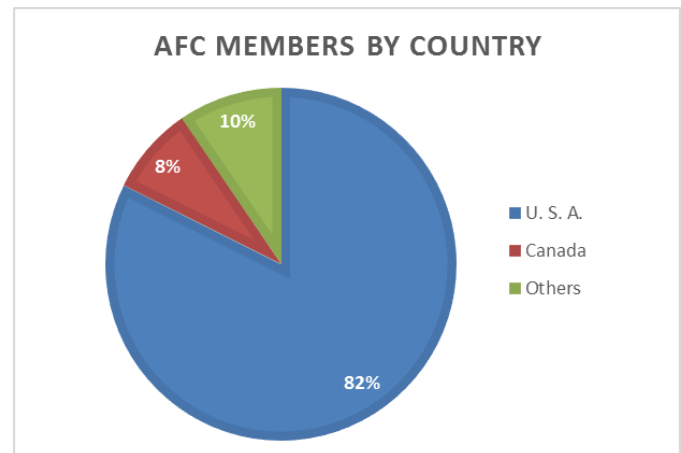
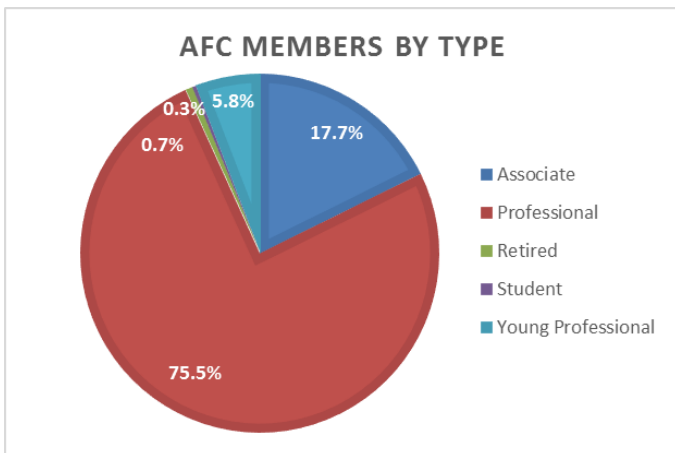
Updated December, 2019



**Membership as of December, 2019:**

**295**

You can access the interactive map in the link below:  
**[CLICK HERE FOR INTERACTIVE MEMBERSHIP MAP](#)**



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## Sponsorship Program

AFC FMs: Organizations that choose to support the Council through sponsorship receive many benefits. As you are in contact with numerous vendors who would benefit from alignment with our purpose and efforts, we strongly encourage you to reach out to your favorite vendors about the advantages of this sponsorship opportunity.

Benefits of sponsorship are numerous – it will not only showcase their support of the Council and the FM profession at large, but also provide them with frequent exposure to our nearly 400 members and other FM professionals. Advertisement at AFC events, on the AFC website, and via the AFC newsletter will provide a frequent and reoccurring presence for all FM professionals to see.

We thank you in advance for your willingness to reach out to vendors regarding AFC sponsorship benefits – your efforts are greatly appreciated. If you have any questions on benefits or approaching vendors, please contact any board member and they will be happy to assist you?

**PLATINUM LEVEL: \$2,500.00**  
Recognized as sponsor/co-sponsor of an event.

- 3 signs at event - (company provides) up to 32 sq. ft.
- Representative is introduced at event and brings greetings from company (2-3 mins)
- Company logo and link on AFC website noted as sponsor of event logo will remain for 1-year
- 3 tickets to event they are sponsoring
- Business cards and brochures available on table by their sign
- Tent cards for tables during their sponsored events
- Mailing list of delegates
- Registration for one individual for conference

**SILVER LEVEL: \$1,000.00**  
Recognized as sponsor/co-sponsor of an event.

- 1 sign at event - (company provides) up to an area of 12 sq. ft.
- Representative introduced at event.
- Company logo and link on AFC website noted as sponsor of event logo will remain for 1-year.
- 1 ticket to event they are sponsoring
- Business cards and brochures available on table by their sign.
- 1 ticket to main social event
- Tent cards for tables during their sponsored events
- Mailing list of delegates

**GOLD LEVEL: \$1,500.00**  
Recognized as sponsor/co-sponsor of an event.

- 2 signs at event - (company provides) up to an area of 20 sq. ft.
- Representative introduced at event.
- Company logo & link on AFC website noted as sponsor of event logo will remain for 1-year.
- 2 tickets to event sponsoring.
- Business cards and brochures available on table by their sign.
- 2 tickets to main social event
- Tent cards for tables during their sponsored events
- Mailing list of delegates

**BRONZE LEVEL: \$500.00**  
May sponsor nutrition breaks, transportation, etc. at an event.

- Company logo on table and/or small sign(s) (12" x 18") of event/function they are sponsoring.
- Representative introduced at event.
- Company logo and link on AFC website noted as sponsor of event will remain for 1-year.
- 1 ticket to event they are sponsoring
- Mailing list of delegates



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## About the AFC

Academic facilities offer facility managers and space planners many unique challenges. These individuals must effectively plan, design, construct, utilize and maintain a variety of buildings, grounds and equipment including classrooms, computer labs, residence halls and apartments, athletic facilities, dining halls, theaters, laboratories, libraries and health care facilities. The students, instructors and researchers who utilize these facilities have needs that may radically differ from conventional building tenants.

## About the Board of Directors



**President:**  
Gary Rudkin  
General Manager  
CORIX Utilities (Oklahoma) Inc.  
E-mail: [Gary.Rudkin@Corix.com](mailto:Gary.Rudkin@Corix.com)



**Vice-President:**  
Carlos Rodríguez  
Facilities Manager  
Carol Morgan School, Dominican Rep.  
Email: [crodriguez@cms.edu.do](mailto:crodriguez@cms.edu.do)



**Secretary:**  
Ken Jones  
VP of Facilities & Security  
Endeavor Schools  
Email: [KJones@endeavorschools.com](mailto:KJones@endeavorschools.com)



**Treasurer:**  
Greg Victor  
Ensworth School  
Director, Facilities  
Email: [gregvictor2@aol.com](mailto:gregvictor2@aol.com)



**Past President:**  
Jolie Lucas, CFM, AICP, LEED AP  
General Atomics  
Email: [Joliefab@cox.net](mailto:Joliefab@cox.net)

### AFC Committees

#### Membership

Gary Rudkin,  
[Gary.Rudkin@Corix.com](mailto:Gary.Rudkin@Corix.com)

#### Education

Steve Greenwood  
[sgreenwood@pacific.edu](mailto:sgreenwood@pacific.edu)

#### Content

Jessa Gagne  
[jgagne@stonehill.edu](mailto:jgagne@stonehill.edu)

#### Sustainability

Position Open.

#### Corporate Sponsorship

Rick Echevarria  
[rech@salus.edu](mailto:rech@salus.edu)

#### Communications

Position Open.

*"An ideal facility manager must have Aristotle's logic and Solomon's wisdom, a priest's discretion and a gambler's poker face, a lawyer's shrewdness and a marketing director's charm, a gladiator's guts, a marathon runner's perseverance and a sprinter's speed, a leatherneck's toughness and a dancer's agility, lots of good luck and 30 hours per day."*

~Unknown Source

