



# OCCURRENCE

December, 2000

## President's Message:

Frank Coppinger and his staff assistant, Diana Ellis, have done a great job, once again, in preparing this issue of **Occurrence**. Thanks Frank and Diana.

Presented in this issue are the highlights and pictures of the fall conference held at Tulane. You will also find some pictures of AFC members as seen at the IFMA Tuesday night banquet.

Ann Ivey and Stephen Showers are diligently working on preparations for the IFMA-AFC spring meeting that will occur May 10-12 at Towson University, north of Baltimore, MD. Towson is preparing a program that will include remarks by the University's President and many presentations (possibly one being on the national issue of fire sprinklers in dorms). We will be given a campus tour, many eats and snacks, a trip to and a tour of the Inner Harbor, some free time to enjoy the Galleria, Maryland Science Center, the National Aquarium, the B&O Museum and/or the Visionary Art Museum. Plans are for a dinner on top a building that has a spectacular 360 degree view of the harbor and cityscape, and more presentations.

IFMA has asked if the AFC would be willing to mentor another IFMA council. The AFC officers accepted the request, so that the AFC has become a mentor to the Health Care Council. Nancy English has agreed to be the AFC-HCC liaison. We are looking forward to a successful working relationship - possibly even with HCC member involvement at our spring meeting.

**GASB 34** (Governmental Accounting Standards Board) Basic Financial Statements and Management's Discussion and Analysis for State and Local Governments,

and **GASB 35**, Basic Financial Statements and Management's Discussion and Analysis for Public Colleges and Universities (go hand-in-hand)

Blanket RFPs for Environmental Health Services

Temporary, Low Cost, Dust Partitions

Fees and Staffing for outside users of various High School spaces or fields

Customer Satisfaction Survey Forms

For those of you wishing to use the IFMA-AFC list-serve to communicate with your fellow AFC members, its email address is:

< [ifma.academic.council@ifma.org](mailto:ifma.academic.council@ifma.org) >

Several new AFC membership applications have been accepted. Their names are listed in the newsletter. Please welcome them into our organization.

Now that you know the dates for the spring conference, we hope that you can make early plans to be an active part of the conference. We look forward to seeing you there!

Regards,

Bob Myrick, IFMA-AFC President

**IFMA – AFC - Fall Conference  
Tulane University  
September 16, 2000**

Thirty-two attendees were welcomed to Tulane University by Sylvester Johnson, Director of Physical Plant Facilities Services.

Nancy English, University of Iowa - AFC past president, was presented a special plaque by Bob Myrick. Nancy was thanked for her great leadership of the AFC during an unusual and extended 18-month term, caused by the AFC changing its fiscal year to coincide with IFMA's.

Sheila Sheridan, IFMA second Vice Chair, requested help in preparing the IFMA Strategic Plan. What are our needs 3 to 5 years out? What information is required to keep ahead of the curve? Training is certainly needed to succeed in achieving our vision.



Bob Myrick and Sheila Sheridan

Members spoke of their work in the following areas:

- Campus Master Plans.
- Corporate Training.
- Curriculum Development.
- Facilities Planning.
- Lab Construction.
- Space Management.
- Fire Protection.
- Administration Offices.
- Distance Learning.

The following four presentations were made at the Fall Conference.

## 1. ALTERNATIVE DISPUTE RESOLUTION

Al Perry, Perry & Associates, presented a paper on alternative dispute resolution (ADR).

Brief descriptions of two better known methods of ADR are:

### a) *Arbitration*

Arbitration is the submission of a dispute to one or more impartial persons for a final and binding decision. The arbitrators may be attorneys or businesspersons with expertise in a particular field. The parties control the range of issues to be resolved by arbitration, the scope of the relief to be awarded, and many of the procedural aspects of the process.

### b) *Mediation*

Mediation involves an attempt by the partners to resolve their dispute with the aid of a neutral third party. The mediator's role is advisory. The mediator may offer suggestions but resolution of the dispute rests with the partners themselves.

It was observed that commissioning is needed at both the beginning and end of contracts to help in contract administration and avoidance of disputes.

The American Arbitration Association, a public service, not-for-profit organization, is a leading advocate of ADR. Refer to their web page [www.adr.org](http://www.adr.org).

## 2. CO-GENERATION PLANT

Gregory Phillip, Director of Utilities at Tulane University presented a paper on a recent University co-generation project.

Two prime factors in the project decision were the loss of electricity on the Y2K rollover and disaster threats from hurricanes.

The selected 5 MW dual fuel (gas/diesel) turbine generator serves 50 percent of the campus electrical requirements. The total project cost of \$6.5 million has a six-year pay back.

Project issues included: permitting, utility company resistance, scheduling, design, construction and commissioning.

Completed project was regarded a successful energy conservation plant as well as an emergency power source for the University.

### 3. ENVIRONMENTAL INITIATIVES

Liz Davey, Tulane University, gave a PowerPoint presentation on the many environmental initiatives at the university.

Campus support had been provided for the following key reasons:

- Cost savings
- Reduction of environmental impacts
- Development of new systems
- Image of an influential institution
- Creation of learning opportunities

A major publication which had been distributed by the University was titled "Greening the Campus."

Daylight in buildings was encouraged for both energy cost savings and improved productivity as a result of daylight exposure.

Principles of ecological design were included in the campus Master Plan. Designs of the past were combined with technologies of the future.

Their Environmental Health & Safety office provides leadership in initiatives and optimizes conflicting views.

The recycling project requires student participation together with Standards and Grounds department assistance. Plastic, paper, cardboard, and cans are recycled.

Student grants are provided for Environmental Education and Design.

Refer to web pages:

[www.tulane.edu/~eaffairs/edocs.html](http://www.tulane.edu/~eaffairs/edocs.html)

[www.tulane.edu/~eaffairs/presentations.html](http://www.tulane.edu/~eaffairs/presentations.html)

### 4. K-12 & HIGHER ED

Julie Barrett, Turnkey Schools of America, gave a splendid PowerPoint presentation on the need to meld the transition from K-12 into Higher Education.

Studies support the idea that learning is facilitated through hands on and experimented projects.

Sunlight is a major contribution to the learning environment.

Students need to experience a thoughtful style of learning, where students have a number of experiences from where they learn. Shared Services examples shown were with, school, community and college involvement.

Key messages for "The Learning Community":

- Schools can be the centers of the community
- Real world experiences
- Passion for learning
- Shared resources

## ACADEMIC FACILITIES COUNCIL ANNUAL MEETING MINUTES

Robert Myrick, IFMA - AFC President conducted the Council's annual meeting over lunch, commencing 12:00 noon on 16 September 2000.

The excellent work of Sylvester Johnson and other staff at Tulane University in organizing a great conference was recognized by Robert Myrick. Free conference registrations were offered to three Tulane staff to attend the spring 2001 conference in Baltimore.

## Treasurer's Report

- IFMA – AFC Account Balance \$10,496.93
- Council is in the annual process of being ratified
- Conference sponsorships assisted in reducing Council expenditures

The new Council Officers' term is from July 1, 2000 to June 30, 2001. The Past President, Nancy English, will be responsible for organizing elections for the coming year.

Current membership of the AFC is approximately 220. Other members need to be encouraged to join to continue the viability of the Council.

There is no longer a regional VP in the new IFMA organization. Bill Jones continues as our prime contact at IFMA Headquarters in Houston. Steve Showers is organizing our Spring AFC Conference in early May 2001 at Towson University, 4 miles north of Baltimore.

Current Towson enrolment of 17,000 students is expected to grow to 23,000. A ten-year construction program is underway, following the university's Master Plan.

An agenda is being developed and golf, museum and Inner Harbor visits are being considered. Accommodation will be at the University's own hotel.

Gene Haun reported on next year's conference in Kansas City in September 2001. The University of Kansas (25,000 students) is being considered as the host university. It is located 75 minutes from the city. The business meeting may be conducted in the bus.

Coordination with other organizations e.g. "No-Name" and CEFPI. is being examined for the Seattle 2002 Conference.

Suggestions for agenda items and projects for future conferences are welcomed from any members.

An IFMA survey is being sent to members re: additional fees for Council membership. Possible central funds for the Council are:

Newsletters	\$1,000
Leadership Meeting	\$500
Officer Teleconferences	\$500
Member Teleconferences	\$500
Web Page	\$960
AFC Spring Meeting	\$750
AFC Fall Meeting	\$750

The motion "We disapprove Council Membership Fees being raised by IFMA" was moved by Nancy English and seconded by Gene Haun. This motion was passed unanimously by the members present.

The "Project Directory" project was discussed. Buildings, sizes, space and use to be considered. A rolling directory of project 0-5 years old was suggested. A contact person is to be identified to assemble information.

Volunteers were requested for the Council Booth at World Workplace. Member support for the IFMA Gala was encouraged.

The meeting concluded at 1:30pm.

**JOINT SPRING MEETING**  
**9 - 11 MAY, 2001**  
**Academic Facilities and Health Care Councils**  
**Towson University, Baltimore**

Proposed Collaboration:

- ✓ Joint welcome breakfast
- ✓ Joint event reception
- ✓ Shared activity planning
- ✓ Dining together

Steve Showers, Towson University, will handle all arrangements for the AFC Conference. Accommodation will be available at the Berkshire Hotel.

**NEW ACADEMIC FACILITIES COUNCIL**  
**MEMBERS SINCE THE FALL AFC MEETING**

Bronson Dorsey  
Francisco L. Garcia-Ahumada  
Michael L. Burson, CFM, RA  
Earl Campbell  
Mike Clark  
Mel Davis  
Bruce Geiner, CFM  
Jimmy S. Juwana  
Cedryc A. Logan, CFM  
James J. Pehanich, CFM  
David S. Peterson  
Margie A. Tabor  
Eric Truelove  
Robert Unrath, AIA, CSI

## USEFUL SITES

Today's Facility Manager  
<http://www.tfmgr.com>

Association Higher Education Facilities Officers  
<http://www.appa.org>

Business Facilities  
<http://www.busfac.com>

Facilities Design  
<http://www.fdm.com>

Facilities Resource Management  
<http://www.frncorp.com>

FM Datacom  
<http://www.fmdata.com>

Facilities Exchange  
<http://fmllink.com>

Facilities Pro Resource  
<http://www.facilitiesnet.com>

Facilities Engineering  
<http://www.afe.org>

International Society of Facilities Executives  
<http://www.isfe.org>

Facilities Source  
<http://www.Fmsource.com>

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### SEVEN TRAITS OF EFFECTIVE LEADERS (some notes from a seminar)

These are seven specific actions that successful leaders carry out, regardless of the organization or cause they lead.

#### ONE

**Make other feel important.**

If your goals and decisions are self-centered, followers will lose their enthusiasm quickly. Emphasize their strengths and contributions, not your own.

#### TWO

**Promote a vision.**

Followers need a clear idea of where you are leading them, and they need to understand why that goal is valuable to them. Your job as leader is to provide that vision.

#### THREE

**Follow the golden rule.**

Treat your followers the way you enjoy being treated. An abusive leader attracts few loyal followers.

#### FOUR

**Admit mistakes.**

If people suspect that you are covering up your own errors, they'll hide their mistakes too, and you will lack valuable information for making decisions.

#### FIVE

**Criticize others only in private.**

Public praise encourages others to excel, but public criticism only embarrasses and alienates everyone.

#### SIX

**Make a game of competition.**

The competition drive can be a valuable tool if you use it correctly. Assist the team in setting goals, and reward all who meet and exceed those goals. Examine and learn from your setbacks, and celebrate your group's successes.

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## Six Styles of Leadership at a Glance, Daniel Goleman

Research found that leaders use six styles, each springing from different components of emotional intelligence. Here is a summary of the styles, their origin, when they work best, and their impact on an organization's climate\* and thus its performance.

	Coercive	Authoritative	Affiliative	Democratic	Pacesetter	Coaching
<b>The leaders modus operandi</b>	Demands immediate compliance	Mobilizes people toward a vision	Creates harmony and builds emotional bonds	Forges consensus through participation	Sets high standards for performance	Develops people for the future
<b>The style in a phrase</b>	"Do what I tell you."	"Come with me."	"People come first."	"What do you think?"	"Do as I do, now."	"Try this."
<b>Underlying emotional intelligence competencies</b>	Drive to achieve, initiative, self control	Self-Confidence, empathy, change catalyst	Empathy Building, Relationships, Communication	Collaboration, team leadership, communication	Conscientiousness, drive to achieve, initiative	Developing others, empathy, self-awareness
<b>When the style works best</b>	In a crisis, to kick start a turn-around, or with problem employees	When changes require a new vision, or when a clear direction is needed	To heal rifts in a team or to motivate people during stressful circumstances	To build buy-in or consensus, or to get input from valuable employees	To get quick results from a highly motivated and competent team	To help an employee improve performance or develop long-term strengths
<b>Overall impact on climate</b>	Negative	Most strongly positive	Positive	Positive	Negative	Positive

\*Climate ... refers to six key factors that influence an organizations' working environment: its *flexibility* – that is, how free employees feel to innovate unencumbered by red tape; their sense of *responsibility* to the organization; the level of *standards* that people set; the sense of accuracy about performance feedback and aptness of *rewards*; the *clarity* people have about mission and values; and finally, the level of *commitment* to a common purpose.

From *Leadership that Gets Results*, Daniel Goleman, Harvard Business Review March-April 2000.