



## Gary Rudkin: A Word from our President

President of AFC and Membership Chair.

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



## Talent Acquisition & Retention (Part V)

This part is about employee coaching.

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



## Global Workforce initiative

The IFMA Foundation's initiative seeking to make Facility Management the career of choice.

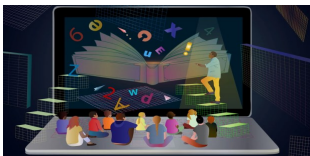
[\[Continue reading...\]](#)



## FM Fire Safety Series Recordings

Access these full webinar recordings from Potter Signal and other companies.

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



## Planning For Temporarily/Permanently Vacant Space On Your Campus Post Covid-19?

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



## Calling All Employees - Home – A Post COVID -19 Conversation

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



## Drones as Asset Management Tools

Access the recording from this webinar

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



## Back to the Basics

Reduce, reuse, recycle... By Micaela Morris.

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



## Save the dates! WWP '22 and Upcoming AFC webinars

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

### Also in this issue:

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

### AFC Board of Directors

#### President:

Gary Rudkin  
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#### Past President:

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General Atomics  
Email: [Joliefab@cox.net](mailto:Joliefab@cox.net)



# Newsletter

AFC June 2022 Newsletter



## A Word from our President

By Gary Rudkin

Greetings AFC members,

Hope you are doing well as many countries are heading towards reopening and a new normal! With summer break upon us, I am sure that most of you are taking advantage of lower campus occupation to execute much-needed maintenance and capital projects. It will be interesting to see how much on-campus learning resumes after full recovery. Many of us are strategically reviewing trends and the future of our physical assets. If you would like to share a project with photos please send it to us via email.

Again, thank you for your behind-the-scene contributions to education! It takes all of us, Associates, Young Professionals and Professionals, to successfully provide a wide array of facilities services. Your AFC Board understands and appreciates the energy and effort put forward to serve your customers. You are critical to the mission of education.

On June the 22<sup>nd</sup>, we held our Annual Members Meeting and Roundtable. Dave Riker provided an overview on the University of Texas San Antonio 100% on-line masters FM degree. Stay tuned for an in-depth webinar. It is an extremely affordable career booster. Additionally, we engage in a discussion titled "What keeps you up at night in 2022 and 2023". We discussed post-pandemic space management in education and challenges FM's are experiencing including pressures to reduce cost. It appears that the majority of operating cost is based on square footage managed, not on-campus occupancy.

Lastly, AFC Board elections will occur in the near future, so look out for the notification from IFMA. We have multiple Chair positions open as well for membership, communication and sponsorship. Your participation would be appreciated!

Stay Safe

Gary Rudkin

President of AFC and Membership Chair



## Newsletter

AFC June 2022 Newsletter

# Talent Acquisition and Retention (Part Five of a series): Employee Coaching

By Jolie Lucas

The first article of this series was focused on how to retain good talent. The second article was focused on how to attract that talent. The third article introduced the concept of employee engagement, and the last article continued the discussion on employee engagement, providing some best practices. Employee coaching was offered as one of the primary best practices to engage employees. This article, the final in the series, provides some further discussion on employee coaching.

**What is employee coaching?** Many think of coaching as performance improvement, which often has a negative connotation associated with documenting an employee's poor performance just before firing them. Instead, it is helpful to think of coaching as a communication style to be used in all employee interactions. According to John Whitmore in "Coaching for Performance," employee coaching is "unlocking a person's potential to maximize their own performance. It is helping them to learn rather than teaching them."

**Teaching, mentoring, counseling and coaching.** Typically, in teaching there will be an imbalance of knowledge and the teacher will impart knowledge to the student. Mentoring focuses on the future, and like teaching, typically the mentor has "the answers." Counseling focuses on the past with the goal of overcoming individual barriers. But coaching focuses on the here and now and the solving of immediate problems. Coaches may not be subject matter experts but are focused on helping an individual unlock their own potential. Done well, coaching can help an employee continuously improve their skills, experience, and ability to contribute. While you may be called upon to wear all four hats of teaching, mentoring, counseling, and coaching, coaching should be the primary mode if seeking to increase employee engagement.

So, this all seems a bit abstract. What exactly do you DO?

**Start by listening.** Your goal is to establish a relationship of trust. Let your employees know they can come to you with questions and concerns. One-on-one sessions can help you understand the challenges they are facing. Ask their opinions. Employees who feel their opinions matter are more likely to be engaged. Respect their opinions by discussing them, not dismissing them. Ask for feedback and create a culture of team feedback. Quantum Workplace's research showed that 85% of hostile employees felt they received too little feedback and coaching from their employers. Feedback and direction shouldn't just come from you, but from the employee to you and from peer to peer. Ask what obstacles they are facing and what you can do to help. More importantly, ask what they think they can do.



## Newsletter

AFC June 2022 Newsletter

### Talent Acquisition and Retention (Part Five of a series): Employee Coaching

By Jolie Lucas

**Build them up.** Look for positive things and provide frequent recognition – in public whenever possible. Managers often get caught up in being a constructive coach rather than a celebratory one. Acknowledging their contributions builds their confidence and sets them up for success. Don't do their work for them or provide all the answers. Instead of stepping in and doing it yourself, ask leading questions to guide the employee to find their own answers. Tolerate failure. Employees need to learn by trial and error; errors will be made. Ask them what went wrong, what opportunities exist and what they might do differently next time. Remain positive and solution oriented.

**Challenge them to stretch and achieve goals.** Getting employees out of their comfort zone can help them grow and perform at their highest level. Develop team goals and then help individual team members develop goals that align with those team/departmental goals. Engaged employees want to feel that they are part of a larger goal/mission. They need to know where they fit and why their contributions are important. Encourage your team to learn from one another.

**Talk about next steps.** Next steps should be mutually agreed upon. Talk about what is reasonable to expect.

**Commit to continuous learning.** If you're not continuously learning, why should your employees? Lead by example and your employees will follow.

Coaching is not a one-size fits all endeavor. Some employees will require more "hand holding" than others. You will need to be flexible. You want to demonstrate to your employees that you're actively interested in their career, accomplishments, and professional success. Good coaching will ensure your employees are engaged, minimizing (or eliminating) the requirement for "performance improvement plans."

*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."*

Submitted by Jolie Lucas, CFM, AICP, LEED AP  
Strategic Facilities Planner, General Atomics, San Diego, California



# Newsletter

AFC June 2022 Newsletter

## IFMA Foundation’s “Global Workforce Initiative”

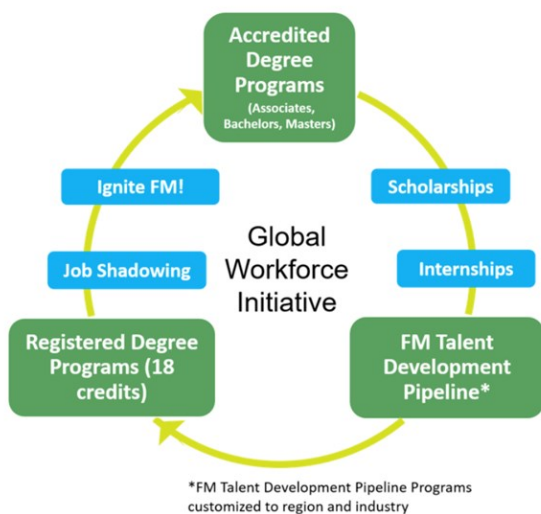
The Global Workforce Initiative recognizes the increasing workforce gap as current facility managers retire out of the profession and seeks to make “Facility Management a Career of Choice by Expanding Educational Opportunities.”

### Did you know:

- The age of the average worker (45) is lower than the average age of a facility manager (49)?
- Fifty percent of the current FM workforce will retire in the next 5-15 years?
- The annual demand is higher than the 4,000 graduates of accredited FM degree programs?

The Global Workforce Initiative is a three-pronged approach: educate, invest, and connect.

- **Educate:** The IFMA Foundation educates future FMs through accredited degree programs, registered degree programs, and talent development pipeline programs.
- **Invest:** The IFMA Foundation invests in future FMs by providing new career opportunities through scholarships, internship programs, career fairs, job listings, job shadowing and Ignite FM! student competitions.
- **Connect:** The IFMA Foundation connects with communities to inform students, parents, teachers, guidance counselors, community organizations, economic development departments and other government agencies about the exciting and prosperous career opportunities in FM.



The AFC has historically supported the IFMA Foundation through the Stephen S. Showers Memorial Scholarship. There are many opportunities to support the new Global Workforce Initiative through the support of scholarships, internships, apprenticeships. Contact Diane Coles Levine, Director of the IFMA Foundation at [diane.levine@ifma.org](mailto:diane.levine@ifma.org) if your school/college/university is interested. For more information, visit the IFMA Foundation’s website at [www.foundation.ifma.org](http://www.foundation.ifma.org).



# Newsletter

AFC June 2022 Newsletter

## FM Fire Safety Series

### ITM - FM Role in inspection, testing, and maintenance

Dec 1st, 2021 - Jason Webb, Potter Electric Signal Company

[Access webinar here](#)



### FPS Testing and ITM Coordination

Dec 3rd, 2021 - Tim Knisely, Automatic Fire Alarm Association, AFAA

Jeff Hugo, CBO, National Fire Sprinkler Association, NFSA

[Access webinar here](#)



### Maintaining fire protection systems in buildings post-COVID

Dec 8, 2021 - Tom Parrish, Telgian

[Access webinar here](#)



### Ever-changing sprinkler and suppression technologies and codes

Dec 10, 2021 - John Denhardt, American Fire Sprinkler Association, AFSA

[Access webinar here](#)



### Investment Protection – Costs, Corrosion, and Life Expectancy

Dec 15, 2021 - Jeff Merwin, Potter Electric Signal Company

[Access webinar here](#)



### Remote access and Automation in Fire Protection Systems

Dec 17, 2021 - Jason Webb, Potter Electric Signal Company

[Access webinar here](#)



## Newsletter

AFC June 2022 Newsletter

### High Flying with Drones as Asset Management Tools

**Session Title:** High Flying with Drones as Asset Management Tools

**Presented by:** Indiana University (Kara Korte, David Navarre)

#### Session Description:

Drones are no longer just toys – they can be “tools.” Drones have the ability to quickly scan previously out-of-reach locations, saving time and safely keeping your teams feet on the ground.

Learn how Indiana University is utilizing drones as a very effective and affordable tool in their asset management tool belt. Can anyone fly a drone? The information provided in this presentation you will give a better understanding of FAA license regulations associated with the use of drones commercially.

The presenters will also provide a history of how the drone program got its start at IU along with how they are utilizing them within Facility Operations. Performing roof inspections, progressive construction images, capturing infrared images to inspect for failed building envelopes, leaking buried utility lines and failed roof insulation systems are just a few ways their team is currently using drones on the Bloomington campus. Presenters will include a variety of innovative ways they are planning to expand the use of drones for asset management, the drones and addition equipment they use, along with information to consider when purchasing a drone for commercial use. Following this webinar, you have a better understanding on how drones can become the most reliable tool on your belt! Be prepared for a fun and very interesting session.



**Link to Webinar:** <https://attendee.gotowebinar.com/recording/1642655394311638287>



## Newsletter

AFC June 2022 Newsletter

# Planning For Temporarily/Permanently Vacant Space On Your Campus Post Covid-19?



At their June 22<sup>nd</sup> 2022 Annual General Meeting the **Academic Facilities Council of IFMA** debated the issue of vacant space, created unexpectedly, on their campuses driven by 1) the continued hybrid (home/school) teaching/learning approaches that were employed during Covid-19 that encouraged students to learn from home, almost entirely, and then from home/school more recently, and 2) the continued, and in some cases increased, 'work from home' offerings sanctioned for staff.

One of the potential opportunities raised was how to repurpose empty space, if the space is likely to be vacant for any length of time, bringing us to 'activated spaces'. Although some of the ideas contained in the attached link involve large Canadian initiatives, there are lessons learned that might be transferable to our campuses who, in some cases, are experiencing an unexpected space surplus, and for facilities managers looking for new revenue opportunities or cost recovery measures for these spaces. On a more modest scale 'activated spaces' may include the introduction of a 3<sup>rd</sup> party operated daycare facility, health care storefront opportunities or retail service offerings sympathetic to, and exclusively in support of, academic functions at your facility and or campus.

*Activated spaces give back to their communities. They are places where people can provide for each other. And it is best to invite community members to participate in decision-making and provide resources to make their own contribution. If mishandled, activating space will be nothing more than a redevelopment scheme. It must work for a community's betterment and fulfill local needs. Accordingly, the measure of success is whether it helps community members live richer lives.*

*The Activating Space Field Guide is written for individuals and community groups that need help with turning ideas about the public good into civic actions. It can also benefit city leaders and planners who need proof that the reuse of empty spaces can enrich the lives of community members.*

*This Field Guide is not a step-by-step rule book. There are no theoretical prescriptions about what must be done. Instead, it explains what resources are available and how some places have found success.*

*Funded by the [Social Sciences and Humanities Research Council of Canada](#) and by the [Kule Institute for Advanced Study](#), University of Alberta.*

**For more reading/resources please see the following site:**

<https://www.ualberta.ca/folio/2020/06/repurposing-spaces-left-vacant-by-covid-19-could-breathe-new-life-into-cities-says-researcher.html>

*Submitted by Yvonne Holland, CFM, ARP, Queens University, Ontario Canada*





## Newsletter

AFC June 2022 Newsletter

### Calling All Employees - Home – A Post COVID -19 Conversation

Across Canada employers are calling staff back to the office, as many provinces have now rescinded COVID-19 public health orders requiring at-home work options for employees.

By March 21, City of Toronto workers headed back to in-person work and the Ontario government workers, the largest public sector workforce in the Province followed April 4. In British Columbia, provincial government workers are beginning a phased-in return with offices reopening by March 28<sup>th</sup> 2022, which continues to this day.



Many Universities and Post-Secondary Schools are also recalling, or already have recalled, 'non-essential' employees back to their offices on campus. However, to say that everything is 'as it was' would be an understatement. Many employees, who would like to continue and prefer to *work from home* are requesting, and receiving, hybrid workplace accommodation support, and this trend is appearing to accelerate. Managing new space needs and this new trend falls largely to the Facilities Manager.

Facilities Managers, workplace and space designers, safety engineers and experts planning for the return to the workspace say the ***pandemic has forced a societal rethink about what people want from a work space and how to make it safe, inviting and productive.***

"Post-pandemic, it's about just being in proximity to another human being. Getting out of the house and being in a place of connection," Cosar told CBC Radio's *The Current*. (see attached link to hear the entire interview)

The Academic Facilities Council, at its recent AGM, discussed accommodation challenges facing the facilities manager as well as the very real issues being raised by both students, and employees regarding human connections, cleaning protocols, sharing space and the air quality in some of the workplaces in academic institutions both in the USA and internationally.

You are encouraged to listen to the thought provoking CBC interview 'The Current' below, where several workplaces, public and private sector institutions and Human Resource specialists are asked about post pandemic workspace delivery challenges and developments.

<https://www.cbc.ca/radio/thecurrent/the-current-for-feb-25-2022-1.6364228/design-experts-rethink-the-workspace-as-pandemic-restrictions-ease-across-canada-1.6373245>

Submitted by Yvonne Holland, CFM, ARP, Queens University, Ontario Canada



# Newsletter

AFC June 2022 Newsletter

## Back to the basics

Reduce, Reuse, Recycle..... How many times have you heard that phrase? Maybe you've heard it in a jingle? However you say it, or sing it, please know it's not just words. It is an act that needs to be put into practice. Not only at your job, but in your community. Putting these words into practice doesn't have to be a big event, it is as simple as the below. If you are saying to yourself, "How do I know what can be recycled, what can be reduced and what can be reused?", then let's go back to the basics.



First let's break down some of these words.

- **REDUCE:** Reduce in this context means to minimize waste.
- **REUSE:** Reuse means exactly that! To use an item over again until you can't use it anymore.
- **RECYCLE:** Recycle means to use it again in a new way.

Now that you know the meaning of some of the terms above, look at some ways of how to recycle, reduce, and reuse below.



### Materials that can be recycled include:

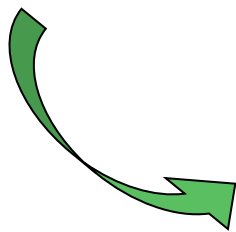
- Glass
- Cardboard
- Aluminum
- Lead batteries

**Do you know other materials that can be recycled?**

### Materials that can be reused include:

- Straws
- Bottles
- Containers

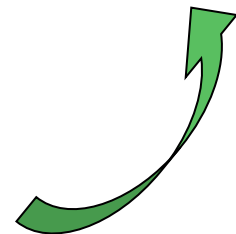
**In your community, what items can you reuse before throwing it away?**



### Materials that can be reduced include:

- Water
- Electricity
- Public transportation
- Paper

**What other items can be reduced? How about on your campus or in your company?**



## Newsletter

AFC June 2022 Newsletter

### Back to the basics

[...continued]

Putting these three tasks into place helps us become more sustainable. When we care about our earth our earth thanks us. Our earth thanks us by providing more resources for us, our earth and its creatures thank us when we don't throw plastics in the water or throw paper on the road. One simple act is all it takes, ready to jump on the bandwagon?

If you have some topics you would like for me to write about, send an email to [micaelamorris23@gmail.com](mailto:micaelamorris23@gmail.com) I would also welcome your feedback and comments.



**MICAELA MORRIS**  
Sustainability Chair

### Not getting AFC notifications?



Did you change your email address? Remember to contact IFMA International and update your profile! If you haven't made any recent changes, check your spam or junk email folders, or add the AFC address [components@cm.ifma.org](mailto:components@cm.ifma.org) to your contacts to ensure your email filters allow receipt. You may need to reach out to your IT department to ensure the emails are not being blocked by your employer's system. Finally, reach out to the components' support at [components@ifma.org](mailto:components@ifma.org).



## Newsletter

AFC June 2022 Newsletter

### IFMA's World Workplace 2022

**Music City Center, Nashville, TN**

**September 28-30, 2022**

**SAVE THE DATE!**



**IFMA WORLD  
WORKPLACE**

World Workplace will be held at the Music City Center in Nashville, Tennessee on September 28 – 30, 2022. The Academic Facilities Council will be celebrating our 30th Anniversary (finally!) Due to the impact of the pandemic and various travel restrictions that have been in place, we are striving to provide a hybrid virtual and in-person event to accommodate as many participants as possible. Time and venue to be announced!

### UPCOMING AFC WEBINARS

**SAVE THE DATES!** *(Watch your email for time and registration details.)*



#### **Boost Your (and your staff's) Career: Everything You Need to Know About UTSA's Online Master's Program**

**Wednesday, July 27, 2022**

**UTSA**

The University of Texas at San Antonio™

Join as AFC member and Program Coordinator Dave Ryker presents an overview of the opportunities provided by UTSA's exciting 100% Online Graduate Certificate and Master of Science in Facility Management Degree Programs. From affordability to flexibility, find out why this program might be exactly what you need to take your career to the next level.

#### **Embracing Hybrid Workplace Trends at Colleges and Universities**

**Thursday, August 11, 2022**

The traditional workplace model has been turned upside down. Colleges and universities are looking for new ways to support their transition to a hybrid workplace model including the active redesign of physical spaces and the adoption of more digital processes and tools. Tune into this webinar to learn how:

- The University of Texas is using technology to manage 8 million gross square feet of fully occupied space as it navigates the transition to a hybrid workplace *and* increased productivity 94% in three years.
- UTSA centralized data governance for its campus facilities, optimized space utilization, and increased state funding outcomes.
- The University of Denver is digitizing the entire institution's facilities data to proactively support future space needs, and strategically plan for both now and well into the future.



# Newsletter

AFC June 2022 Newsletter

## 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



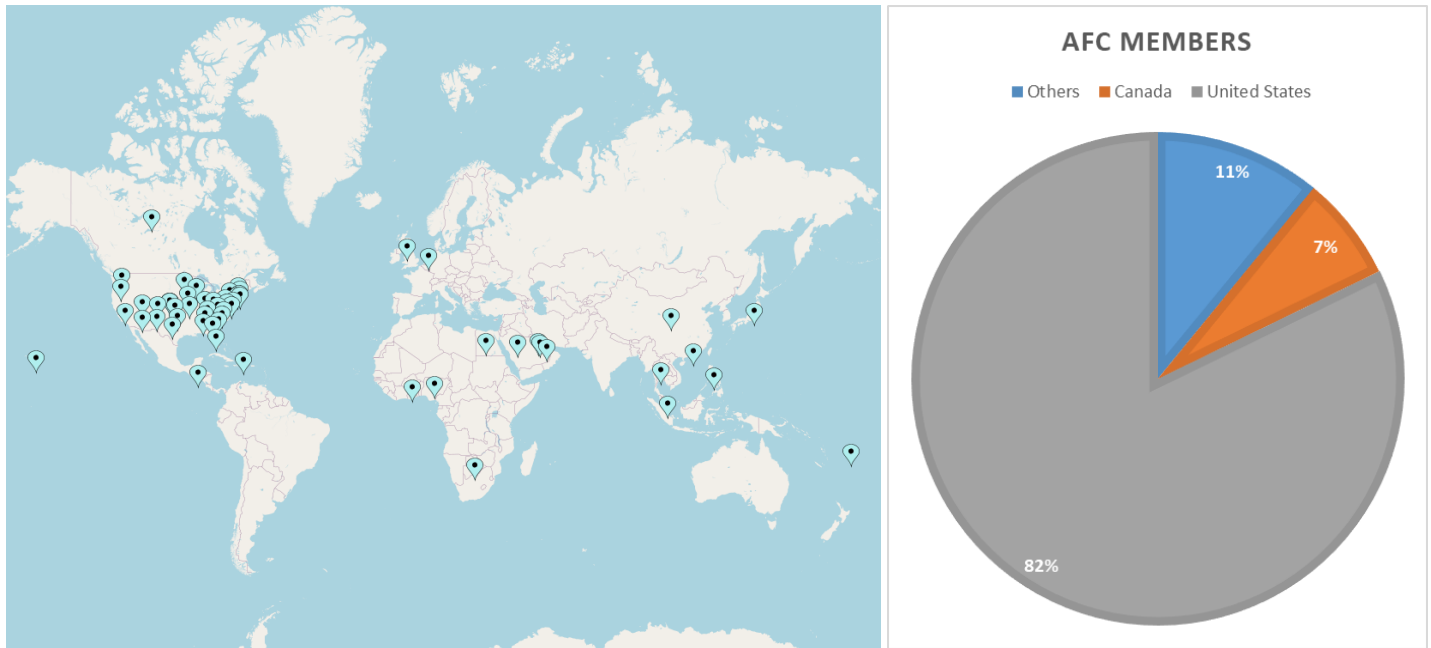
# Newsletter

June, 2022

AFC June 2022 Newsletter

## Membership Map

Updated December, 2021



**Membership as of  
June, 2022**

**332**

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



# Newsletter

AFC June 2022 Newsletter

## 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

### 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

### 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

### 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



## 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)



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

### AFC Committees

#### Membership

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#### Sustainability

Micaela Morris  
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#### Content

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

#### 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

