We do an entire session on motivation and performance when we teach the APPA Supervisor’s Toolkit, and in one of the activities we ask the participants to list what people want most from their jobs. As you might expect, we argue in the class about where money ranks but regardless, for any study you’ll ever see on this subject, most of us appreciate recognition and want to know that we made a difference.

I have written a number of newsletters and communications over the years, most all of which were my effort towards recognizing the great work that our FS staff does. Recognition is the one thing we can do freely and without asking five people for permission, and yet we still tend to hoard our “thank you’s.”

I am retiring on April 1, but between using up my leave time and speaking at a Midwest Higher Education Compact conference, I will only be in the office for 5 days in March. This is my last newsletter, and I have a few parting acknowledgements. And as always, a couple of suggestions.

**OUR LEADERSHIP TEAM**

A little over ten years ago, I hung a sign in my office that reads:

**TEAMWORK – WHEN THE BEST AND BRIGHTEST COME TOGETHER, THE POSSIBILITIES ARE ENDLESS.**

As I wrote annually in my self-evaluations, what gives me the most pride is the team we have developed in Facilities and Services.

We have three Ph.D.’s whose degrees are in the field in which they work; Katrina Doolittle, Ph.D., Executive Director for Environmental Health, Safety, and Risk Management; Dale Harrell, Ph.D., P.E., University Engineer, and Patricia Hartell, Ed.D., Executive Director of Administration. Dale is also a licensed electrical engineer. Heather Zack Watenpaugh, AIA, NCARB, AUA, University Architect and Campus Planning Officer is a registered architect, studied in Europe, and has a Master of Architecture (MARCH) in architectural design and a graduate degree in historic preservation.

Alton Looney, Executive Director, Project Development and Engineering has forty years of experience in the construction industry with both public and private firms. Tim Dobson, CEFP, is also an engineer and supervised maintenance at the White Sands Missile Range before joining NMSU. NMSU Fire Chief Johnny Carrillo retired from
the City of Las Cruces with over 25 years of experience, and his Deputy Fire Chief, Louis Huber, has 35 years of experience with numerous agencies. I count Dona Ana County College VP for Business Kelly Brooks as part of our team, because she had so much with to do setting up our business processes. There is not a stronger group anywhere, and they have all made a difference.

For this last newsletter, I asked each of them to tell me what accomplishments they were most proud of in our time together. As usual, they assumed that we are paid by the word, so I shortened and modified what they gave me. They’re used to that.

Katrina told me that EHS&RM has had twelve consecutive years with a continuous decrease in the number of OSHA reportable injury and illness cases and twenty-four years with only one financial penalty. She is most proud of the EHS&RM team for their dedication to excellence and collaboration. They successfully expanded research support, assumed all environmental compliance, and are building a solid Risk Management program.

Our Business Administration folks have made warehouse material improvements and implemented a Just-In-Time (JIT) inventory purchasing strategy. Patty Hartell and her group have set in place an AiM Go Mobile solution and instituted AiM trainings on topics of importance to our departments and shops. The Fire Department under Chief Johnny Carrillo and Deputy Chief Louis Huber improved our departmental Insurance Service Office (ISO) rating to a 2x, putting us in the top 2% of the nation’s fire departments. They instituted fire prevention measures, shifted to electronic and went paperless on all documents, transferred preventative maintenance for compliance scheduling to AiM, and completed a Fire Alarm System Master Plan. University Architect Heather Watenpaugh and the space planners completed a space benchmarking study and the 2017-2027 Facility Master Plan. The latter was executed with in-house personnel, saving hundreds of thousands of dollars.

Tim Dobson and the Facility Operations and Utilities staff started up the satellite ice storage facility, installed a steam-driven chiller, and assumed the residential maintenance and custodial services, making many improvements to the housing inventory. Alton Looney and his group in Project Development and Engineering revised their project delivery systems to concept-to-completion and demonstrably accelerated the timelines of project construction.

Alton Looney concluded with, “Each of us had the respect and desire to change for the better of the whole.”

Teamwork.

**WELCOME TO**

**ALLISON JENKS,** Facilities Sustainability Manager

Ms. Jenks holds a B.S. in Energy Management and Design from Sonoma State University. For the last eighteen months, Allison has worked as an Energy and Sustainability Associate at Santa Rosa Junior College where she partnered with students, faculty, and administration on a variety of different projects from policy to events. She also provided oversight on a $500,000 LED retrofit project of three buildings at Santa Rosa Junior College (SRJC).

Previously, Allison worked for Oliver’s Market where she was responsible for making sure that all 1,000 employees had a basic level of climate literacy by including sustainability information in training documents, and by presenting at the yearly facilitator and weekly manager trainings.
RICHARD “DICKIE” APODACA, PDE Project Manager
Dickie Apodaca comes from an advanced engineering and technical background, having over 27 years of related experience with extensive familiarity in areas such as project development, setting budgets, client relations, and construction management. He graduated from New Mexico State University with a B. S. in Engineering Technology.

Dickie started with Dona Ana County in 1987, and most recently was a Road Superintendent Department Director with responsibility for managing a major department with fifty employees, an operating budget of six million dollars, and fourteen million dollars of capital projects.

ROBERT ESTRADA, PDE Project Manager
Project Development and Engineering welcomes Mr. Robert Estrada to the team as Project Manager. Mr. Estrada’s resume and background include technical writing skills, customer service skills, and design/construction skills in the area of Civil Engineering. Mr. Estrada owned his own business, Estrada’s Earth and Iron Works, and most recently partnered with a local home builder to provide Civil Engineering Services. Estrada is an Aggie! He graduated from NMSU with a Bachelor of Science in Civil Engineering.

ANGELIC SENA, Facilities Space Planner
ANGELIC comes to Facilities and Services from New Mexico Department of Agriculture and has more than 20 years of work experience at NMSU that includes administrative support, and business processes. She played an important role at NMDA maintaining the fiscal, administrative, and operational activities of the New Mexico Chile Advertising Act Program through application development and maintenance.

MOHAMMED AYMEM FARHAT, Facilities Space Planning GIS Analyst,
Mohammed is from Animal and Range Sciences and has extensive experience and knowledge with spatial analysis, GIS applications, and Python programming. Mohammed is currently working on his master’s degree in Water Science and Management.

WAY TO GO
SUZANNE MONTES, Facilities Space Manager, received the 2019 Outstanding Part-Time Faculty Award for Advanced Technologies at the NMSU-Dona Ana Community College. Suzanne teaches the three courses (DRFT 204, 254, 274) in the Drafting and Design Technologies program that make up the GIS Certificate.

ARACELI GARCIA-CABRERA (Space Planning CAD student aide)
Doña Ana Community College students competed for the first time in a national home builder’s competition and garnered “Rookie of the Year” team honors at the 2019 National Association of Home Builders International Builders Show. The DACC team was an inter-disciplinary collaboration between students enrolled in Building Construction Technology and the Drafting and Design Technologies programs.

Competing for the first time, Nancy Villalobos, Daniel Wirth, Araceli Garcia-Cabrera, Rudolfo Carbajal, Sebastian Suarez and Brandon Goodwin represented the college well, according to Luis Rios, professor of the DACC Drafting and Design Technologies program.

KEEP YOUR EYE ON THE SKY
There have been several Swainson’s hawks spotted although we are not sure yet that the Rentfrow family has returned from Argentina. They rest up for a week or so, snack on a few rabbits, ground squirrels, or a burrowing owl or two and then start rebuilding their nest. Once they begin homebuilding, they become testy. Watch for the warning signs and cover your head!
Facilities and Services

ROAD CLOSURE
The following will be closed between the first of March and the end of May 2019:

- Espina Street between University Avenue and Frenger Mall
- College Drive between Espina Street and Knox Street
- South Horseshoe between Espina Street and Sweet Street
- North Horseshoe between Espina Street and Sweet Street
- Lot 5 at the Music Building
- All east/west crosswalks on Espina Street between the north side of Frenger Mall and University Avenue

We have been taken to task about the length of time the project will take, and rest assured we will expedite the work as best we can. It doesn’t help the construction business when people can make twice the money driving trucks in the Carlsbad oilfields, although it does help the economy and we should be glad.

1. Richard Benavidez preparing to work at DACC East Campus
2. Richard Trevino cleaning planters at DACC East Campus
3. Xeriscaping at Chamisa
The fact-checking website Snopes researched the legend that burying a statuette of St. Joseph on the property will help speed the sale of a home: https://www.snopes.com/fact-check/property-rites/

Not being superstitious but figuring it wouldn’t hurt, I tried to bury St. Joe but my soil was too hard, so I found a loose patch of crusher fines and gently laid him in. We went two weeks without any interest or calls. There are specific instructions about doing this that I ignored, however, and I went back with a shovel and buried him properly by the For Sale sign with his feet facing the house. The showings started. I think we have proof that it works.

1. Xeriscaping at Chamisa
2. Michael Amesquita unloading plants to lot 27
3. Guadalupe Garcia, Richard Trevino and Michael Amesquita un-loading trees for landscape projects

I like to say that we fanatically practice continuous improvement, and this means celebrating accomplishments while never being satisfied with results, always striving to reach that next higher level. My sincerest wish is that you look at my retirement as yet one more opportunity to improve. After growing up with a father employed in Higher Ed, working for facilities management at four institutions, completing consulting engagements for two schools, teaching more than 1,100 facilities supervisors at over forty universities, publishing a research paper on higher education facility budgeting, and serving on the Board of Directors for APPA, the higher education facility association, I have my thoughts on how everything should work. I have never stopped trying to improve.

To the Facilities and Services staff
Complacency is the enemy, as are any thoughts about “worker versus management.” You each represent the organization and are in this together. The Internal Advisory Team is just a beginning, and if you can keep that going, it will help the organization advance.

Work on communications. Always.
FOR THE FACILITIES AND SERVICES LEADERSHIP

Students (our customers) come first, but the words of Richard Branson are worth remembering. **TAKE CARE OF OUR EMPLOYEES.** With all the focus on student success and increasing enrollment, our employees have been pushed down the road until things turn around, and by the time that happens, it may be too late. The low turnover in Facilities and Services that we were so proud of just two years ago may be a thing of the past.

We talk about an attitude of “**YES,**” and you should continue to strive to be the group that looks for solutions instead of roadblocks. Speak truth to power, it is appreciated even if not always acknowledged. If you keep updating the **OUTLINE FOR EXCELLENCE,** the Baldrige Framework for Performance Excellence will continue to serve you well as the guide towards a high performing organization. Our last ten years are here:


**MY WISH FOR NMSU**

We have discussed the challenge created by silos on campus for the entire decade I’ve been here, and while there has been much talk, there has been little action taken to facilitate breaking them down. A strategic plan will help but not do this by itself. There is an activity in our Supervisor’s Toolkit called the Red-Blue Game that highlights the value of working together, and there are other ways to chisel away at silos.

The university budget model has failed to provide an incentive for desirable behavior for quite some time and instead sends departments scrambling for revenue to compensate for arbitrary budget cuts by charging one another. The impact to FS from this emphasis on earning our funding from others moved me to author a research paper exploring alternative methodologies to effectively recharge budget. Advancing the university will require addressing these two issues sooner or later. Many activities may be a lot more fun, but these are critical.

**MY FINAL THOUGHT:** always be honest with yourself and should you think of me, remember that the laws of **CAUSE AND EFFECT** are pretty much irrevocable.

**BRR** stands for **Building Repair and Renewal,** and is your maintenance dollars. Find and use new dollars for new initiatives. Reliable utilities, roofs that shed water, and dependable elevators require maintenance investments that reach the facilities stewardship target. Achieving APPA Level 1 custodial, maintenance, and grounds services on a Level 3 budget is not possible, either by the university or an outsourced contractor.

That’s nothing but a **HOPE.**
If the Strategic Plan goal states **EXCELLENCE IN** or **STELLAR**, then funding must match **EXCELLENCE IN** or **STELLAR**. Mediocre investments produce mediocre results. Always strive for efficiency, but there is no such thing as more with less, only less with less.

**Hope is not a strategy and denial is not a plan**

NMSU has so much to be proud of and so much potential, and yet there is a critic and naysayer for every new idea that drags everything down.

Work on an attitude of "**YES**" and try supporting one another, we have done it for the last ten years in Facilities and Services and can vouch for the results.

**Get to yes**

The RV is locked and loaded, the St. Joseph statuette did his thing with a contract on the house, and the retirement paperwork is final. We plan to tour the country and visit state and national parks.

In between, there are APPA Supervisor’s Toolkits scheduled in Lubbock at Texas Tech, in Cape Girardeau at Southeast Missouri, in Jonesboro at Arkansas State, and in Brookings at South Dakota State. I’m speaking to the Midwest Educational Compact convention and to the Missouri APPA Conference, so I have a few activities to keep me occupied.

It has been an honor and privilege to lead Facilities and Services, take care and please keep in touch.

I wish you all the best, unless of course you have other plans.

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http://ghauboldconsulting.com

[Email] glen@ghauboldconsulting.com

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