



## Gary Rudkin: A word from our president

President of AFC and Membership Chair.

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



## Talent Acquisition & Retention (Part IV)

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

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



## AFC Sustainability Chair

Meet our newest Sustainability chairperson:

Micaela Morris!

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



## AFC Roundtable Discussion

Join us for this virtual event

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

### Also in this issue:

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

### AFC Board of Directors

#### 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: [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  
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)



**AFC Turns 30 this year!**



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



# Newsletter

AFC March 2021 Newsletter



## A word from our president

By Gary Rudkin

Hello AFC members,

With Spring Break and March Madness upon us, I know many of you are busy as always. I hope you and your families are doing well and surviving. I am optimistic that we are overcoming the pandemic and on the path to some sort of new normal.

Providing clean, safe facilities and related services for educational institutions is extremely critical, and often your efforts are unnoticed. Rest assured that your AFC Board recognizes all of your contributions as Associate, Young Professional and Professional members! You are critical to the students, faculty, staff and the community.

Your Board is pleased to announce the AFC Annual Member Meeting and Roundtable scheduled on March 24th, 12:00 CT. This is your opportunity to find out what is happening in the AFC and provide feedback, which is necessary for development of the 2021 strategy. We want to serve your needs meet your expectation. Be safe!

Gary Rudkin  
President of AFC and Membership Chair



# Newsletter

AFC March 2021 Newsletter

## Talent Acquisition & Retention (Part IV of a Series) 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. This article continues the discussion on employee engagement, providing some best practices to engage employees.

To refresh your memory, the definition of employee engagement we are working with is:

**Employee Engagement:** “A business management concept that describes the level of enthusiasm and dedication a worker feels toward his/her job. Engaged employees care about their work and about the performance of the company, and feel that their efforts make a difference.” (*Investopedia*)

The reason we are concerned with employee engagement is that studies have shown that engaged employees are less likely to job hop even when higher salaries may be found elsewhere. Engaged employees are highly involved in and enthusiastic about their work and workplaces, and they help to move the organization forward. Engaged workers are also more mindful of their surroundings and have a greater commitment to safety procedures.

The last article referred to the 12 elements of engagement that Gallup determined were proven performance management practices that can improve the outcomes of individuals, teams and entire organizations. We defined these 12 elements in the last article, and will discuss “best practices” to accomplish these 12 elements in this article:

### Twelve Elements of Engagement

1. I know what is expected of me at work.
2. I have the materials and equipment to do my work right.
3. At work, I have the opportunity to do what I do best every day.
4. In the last seven days, I have received recognition or praise for doing good work.
5. My supervisor, or someone at work, seems to care about me as a person.
6. There is someone at my work who encourages my development.

### Twelve Elements of Engagement, continued

7. At work, my opinions seem to count.
8. The mission or purpose of my company makes me feel my job is important.
9. My associates or fellow employees are committed to doing quality work.
10. I have a best friend at work.
11. In the last six months, someone at work has talked to me about my progress.
12. This last year, I have had opportunities at work to learn and grow.

*Gallup, “State of the American Workplace,” 2017*



# Newsletter

AFC March 2021 Newsletter

## Talent Acquisition & Retention (Part IV of a Series) by Jolie Lucas

[continues from previous page]

One factor that has been observed to ensure failure is the belief that employee engagement is "an HR thing." The workforce increasingly expects their work to have meaning and purpose. A full 70% of variance in team engagement is determined solely by the manager. What managers cannot do is to stand by and do nothing. Employee engagement must be owned and understood by leaders, managers and front-line employees.

**Element One: I know what is expected of me at work.** The best managers help the employee see how their work leads to the success of others and in fact, the entire organization. Start by ensuring that you understand how your department supports the mission of your organization. Define and discuss both explicit and implicit expectations for each employee, so that they understand their goals and how the successful completion of those goals contribute to everyone's success. It is important that the employee feels they are contributing in a meaningful way and are a critical part of the team. Understand the future of your school well enough to explain it to the employee, so they can see themselves as part of that vision.

**Element Two: I have the materials and equipment to do my work right.** Don't assume you know what your team needs – ask for and listen to their needs and advocate for those things if needed. Can't fund their requests? Be honest with the employees, and look for ways to make the most of your team's talents and innovation for creative work-arounds.

**Element Three: At work, I have the opportunity to do what I do best every day.** Start by having conversations with your employees to understand their interests and where they excel. Make periodic adjustments to ensure that their work is aligned with their strengths where possible. Giving them opportunities to apply their talents and shine helps further their careers, your team's success, and ultimately your success.

**Element Four: In the last seven days, I have received recognition or praise for doing good work.** Most effective leaders provide a recognition-rich environment with sincere and timely praise coming from multiple sources at multiple times. How do your employees like to be recognized? One size does not fit all. A private note? A shout out during the staff meeting? The key is to be timely. Recognition at the annual holiday party is great, but not if the accomplishment was completed last January. And be sure to tie in why their performance matters. While one might assume that recognition from the highest levels carries the most weight, according to the Gallup study, employees report that recognition from their own manager is the most meaningful.



# Newsletter

AFC March 2021 Newsletter

## Talent Acquisition & Retention (Part IV of a Series) by Jolie Lucas

[continues from previous page]

**Element Five: My supervisor, or someone at work, seems to care about me as a person.** An employee wants to know that they are cared about as a person first and employee second. This cannot be manufactured. The best managers invest their time and attention to their employees and above all, show respect for them as individuals. Look for opportunities for development and career growth while developing a collaborative environment for your team.

**Element Six: There is someone at my work who encourages my development.** Interactions with your employees should include definition of goals, and ongoing discussions (more than once a year) about the employee's professional development and growth. Provide good coaching, helping employees to identify their wins and misses. Use a collaborative approach to designing goals and be sure to align those goals with those of the team, the department and the school. Consider connecting employees with potential mentors.

**Element Seven: At work, my opinions seem to count.** The level at which you encourage open, creative dialogue and how you listen to and process what you hear shapes whether your employees feel valued. Create feedback loops so that your employees feel they had a role in the decision-making process. Be transparent about how their ideas contributed to resolutions, as well as why some recommendations were not possible to implement. Employees enjoy knowing their opinions were considered even if their ideas were not ultimately implemented.

**Element Eight: The mission or purpose of my company makes me feel my job is important.** Clarifying and promoting your organization's mission will bring to life the "big picture" in the minds of your employees, cultivating a sense of purpose. Provide opportunities for your employees to share stories related to their contributions to the mission. It is critical that employees are able to experience the mission within your organizational culture to deliver when meeting customer needs. Encouraging employees to share "mission moments" helps to foster the sense of community and shared experience.

**Element Nine: My associates or fellow employees are committed to doing quality work.** Not only does the worst performer set the team's bar, resentment can develop when employees sense their coworkers are delivering subpar work. Ensure that all team members are held responsible. Outlining and maintaining high standards produces high quality work. This element is complicated when working with team members who do not report to you. Be sure to establish and discuss standards and expectations, even across functional lines.

**Element Ten: I have a best friend at work.** Great managers create opportunities to get team members together and encourage employees to share stories about themselves. You should not attempt to manufacture friendships, but to create situations where employees can naturally get to know each other better.



# Newsletter

AFC March 2021 Newsletter

## Talent Acquisition & Retention (Part IV of a Series) by Jolie Lucas

[continues from previous page]

**Element Eleven: In the last six months, someone at work has talked to me about my progress.** As in Element Six, feedback is essential, because in order to progress employees need to know where they stand. The difficulty is in providing frequent honest communication while not micromanaging. Employees who receive immediate and specific feedback that they are able to put into practice right away are more likely to learn and grow. Remember to address not only past performance, but to provide strategies for achieving outstanding future performance. Coaching is again the best way to motivate and guide employees as they develop in their roles. Reviews should feel like a fresh opportunity to prioritize and refocus goals (or change goals if needed) to ensure engagement and improvement in performance.

**Element Twelve: This last year, I have had opportunities at work to learn and grow.** Learning and growing at work should be a continuous process. Assess employees' capabilities and look for ways to align those capabilities with long- and short-term goals. Help employees to see the value in new opportunities and encourage them to take on new responsibilities. Establish goals that reflect growth opportunities and then evaluate the employee's progress toward them. Don't assume that learning and growing is associated only with additional training. Growth can include finding new ways of completing the job or mentoring other team members, for example.

When employees are not performing at their full potential, Gallup research has found that their lack of motivation stems from three sources:

- Unclear and misaligned expectations
- Ineffective and infrequent feedback
- Unfair evaluation practices.

Managers who want to engage employees can best start by developing their coaching abilities. Improving communication skills to connect with your team and becoming an active part of their performance/professional development will go a long way towards satisfying many of these twelve elements, thereby engaging (and retaining) your employees.

*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





## Meet the new AFC Sustainability Chairperson Micaela Morris

The AFC board welcomes our newest Sustainability Chair, Micaela Morris (pronounced “Meek-eye-ela” or Mica “Meek-eye” for short). As Chair, she will be providing newsletter and potentially some webinar content with valuable information supporting the mission of sustainability on our campuses.

Mica transitioned from HR to the facilities arena while supporting a credit union. She is now with Aramark supporting Virginia Wesleyan University’s sustainability initiatives as Assistant Director of Facilities, Housekeeping. She has created the university’s first ever work study position that gives students hands-on experience in sustainability and provides one-on-one leadership training. In 2019, Mica was chosen to sit on the Women in Green Leadership panel for the United States Green Building Council (USGBC).

She has two passions within facilities: one is making sure that the next generation of facilities managers and leaders are aware of the issues of environmental stewardship and sustainability. The other is in supporting more women in the facilities industry in general. To that end, Mica has a book launching in March called “Deliberate Voices: A Woman’s Journal of Awareness and Self-Discovery” (available through Amazon).

If you have any questions or suggestions for content, please contact Mica at [micaelamorris23@gmail.com](mailto:micaelamorris23@gmail.com).

Welcome, Mica!



## Newsletter

AFC March 2021 Newsletter

### AFC Celebrates 30th Anniversary!

In 1990, Tom Cruse returned to Cincinnati after attending World Workplace in Baltimore, where he connected with several other college/university facilities folks. On November 10th, 1991, the Academic Facilities Council conducted our first conference at UCSD (with coordination assistance from Boone Hellman, Campus Architect), in conjunction with World Workplace that was held in San Diego that year.

This year we will celebrate 30 years of conferences, commiseration, and comradery! World Workplace is scheduled to take place October 26-28 in Kissimmee Florida (about 20 miles south of Orlando). The date/time/location of our celebration is under construction, but please save some time in your schedule to join us!



## IFMA Academic Facilities Council's 30th Anniversary



## Newsletter

AFC March 2021 Newsletter

### Your turn to speak! An AFC Round-Table Webinar Business (Welcome) Meeting

The AFC has an annual business meeting (we prefer the term “Welcome Meeting”) open to all members. The Welcome Meeting is usually held at World Workplace, but this year it will be held virtually this month. Our welcome meetings are really an opportunity for you to meet the board members and for the board to get to know you, and to better understand your concerns. So, what is keeping you up at night? Please join us on March 24, 2021 at 12:00 PM Central Time to share your concerns, quandaries, and best practices with your peers at this open-forum webinar round table. We look forward to seeing you!

**SAVE THE DATE!**

**Wednesday March 24, 2021 12:00 PM CST**

**REGISTER NOW**



# Newsletter

AFC March 2021 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

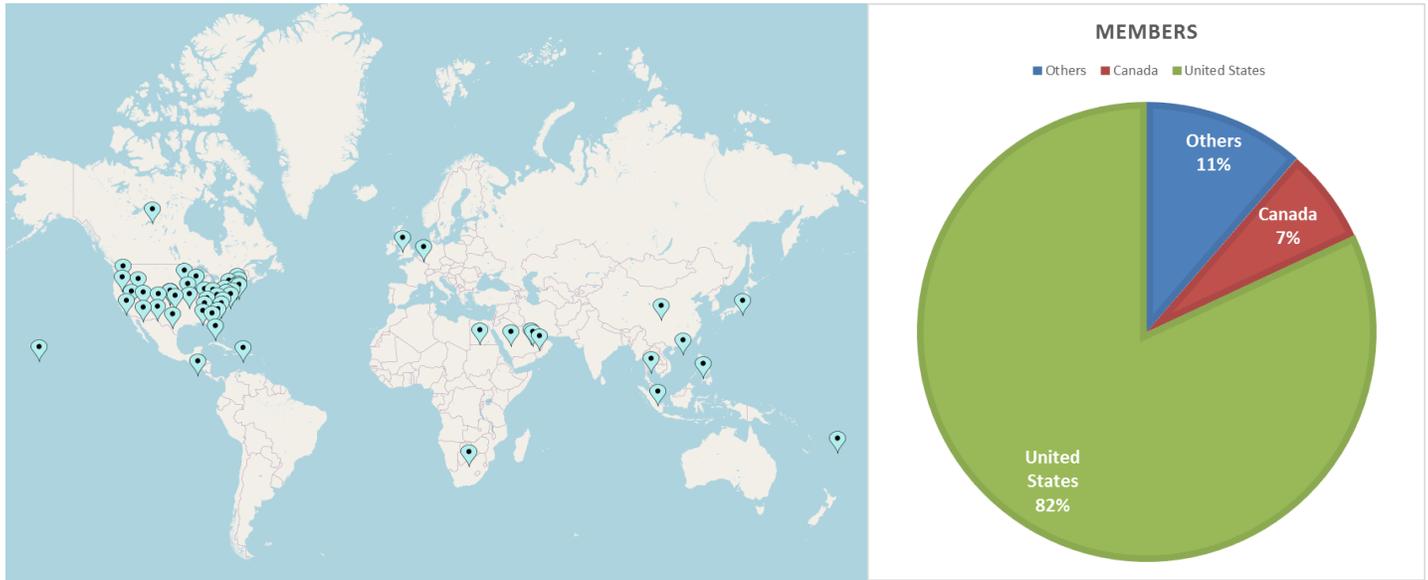


# Newsletter

AFC March 2021 Newsletter

## Membership Map

Updated March, 2021



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

**Membership as of  
March, 2021:**

**299**



# Newsletter

AFC March 2021 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 a 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



## 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 Republic  
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)

#### Sustainability

Micaela Morris  
[micaelamorris23@gmail.com](mailto:micaelamorris23@gmail.com)

#### Education & Programs

#### 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*

