Hort Farm plant exchange

Finding a home for good-sized trees, with trunks 2-4 inches in diameter, is not always an easy task. Not everyone has the equipment to move trees of this size and transplanting can be a challenge. This was a dilemma for Jeff Iles, associate professor and chair of Horticulture. Dr. Iles conducts plant research at the ISU Horticulture Research Station (Hort Farm), located north of Ames. Once the research has run its course, they must clear space for the next project. One option is to cut down the trees, but a better option is to find someone who can make use of them. Rather than cut down the trees, Mark Honeyman, professor with the ISU Research Farms and administrator of the Hort Station, suggested contacting FP&M.

When Mark contacted Chad Deike, FP&M landscape designer, Chad was eager to find a way to make this exchange a win-win for everyone. Not only would this be an inexpensive way to improve the campus landscape, but also these trees are more mature in size and some of them are unique species. The trees include seven Sugar Maple and two Paw Paw trees. The Paw Paw tree is not native to Iowa and is rather tropical looking. Currently, we only have one other of this species on campus, in the Lagomarcino courtyard.

Les Lawson and Barb Steiner will coordinate with the Hort Farm the transplanting of these trees. Using a tree spade, Campus Services will move the trees to their new locations where the trees will enhance the landscape at Carver Co-Lab and the Gerdin Business Building. Campus Services hopes to have the trees transplanted by the end of April.

FP&M is excited about this opportunity to buy large specimen trees and to acquire unusual plant materials for the campus. We also are pleased with the cooperative exchange with the Horticulture department and hope this type of collaboration continues in the future.

Troy Chandler was the construction manager on a recently completed project at the Hort Farm to build six research aquaculture ponds. The project was for the Natural Resource Ecology and Management department, in cooperation with the Horticulture department. The project contractor was Watsabaugh and Sons. Campus Services will be assisting with the final seeding of the project this spring.

The ISU Horticulture Research Station was established on its present site in 1970. The Station is located on 230 acres of land that has flat areas, rolling hills, waterways, and a 12-acre lake. The lake provides a source of irrigation water and a location for research. The farm contains a wide variety of trees and shrubs used for research and beautification of the area. Horticulture faculty members, as well as faculty from other departments, conduct research, teaching, and extension activities on site. Research projects range from work on fruits, vegetables, and herbaceous ornamentals to work with trees, shrubs, turfgrass, prairie restoration, and native plants.
Inductees into 25-Year Club

On February 19, 2004, the ISU 25-Year Club held their 70th Annual Banquet. The dinner and awards presentation were held at Scheman. Following dinner, new members were introduced and they received certificates in appreciation for their many years of services. Also honored, were active employees who have been with ISU for 35 years. President Gregory Geoffroy offered his congratulations and appreciation on behalf of the university. Listed below are the FP&M employees inducted into the club this year. We express our congratulations to these dedicated employees.

2004 FP&M 25-year inductees:
☆ Dan Ackerman Campus Services
☆ Al Bass Campus Services
☆ Keith Bass Custodial Services
☆ Don Boyle Energy Management Services
☆ Kathy Clatt Custodial Services
☆ Robert Greene Custodial Services
☆ Scott Hall Campus Services
☆ Bill Hobbs Building Maintenance
☆ Marcy Roberts Custodial Services
☆ Dan Whipple Building Maintenance

2004 FP&M 35-year honoree:
☆ Arzy Clapp Building Maintenance

From the desk of Chris Ahoy

Dashboards to Success

Background
The origin of the dashboard probably can be traced back to when Homo sapiens communicated with each other using graphics. However, the first executive dashboards appeared around 1985. Called executive information systems (EIS), the dashboard had limited success because it was an exclusively executive system. Only the chair of a corporation would have the “dashboard” on his or her desk. That was the extent of information sharing and data dissemination, although, the exec may have shared with the board members.

Today dashboards, instrumental panels for monitoring progress, have become management tools. They have moved from the initial phase of modern graphical, mathematical, and statistical adaptation, to become more of a mainstream phenomenon. In a hospital, doctors monitor operation processes through sophisticated information technology tools and graphical interfaces—dashboards. Dashboards are being pushed farther down the organization hierarchy, from the business level to operations level to the process level, providing relevant information to “process owners”—supervisors, managers and division heads—so that they can make informed decisions. Who knows what dashboards will become with data sophistication and nano-technology?

“Dashboards to success” provide at a glance the big picture. They affect the productivity level of workers to deliver goods, products, and services better, cheaper, and faster through data driven, fact- and knowledge-based operatives. The dashboard provides the mechanism for instant feedback to process owners at different levels in the organization so that they can assess the pulse of their operation and make any necessary changes or improvements.

You probably have heard this expression a thousand times, “a picture is worth a thousand words.” We all want to give our colleagues or staff some mission-critical information in a short time in lieu of a memo or a long written report. You may have been asked to give an “elevator” speech about a pertinent subject and found yourself giving information in five minutes with a few brief explanatory comments and perhaps a graphical diagram that says it all.

You may have heard of the Japanese motor production employee who was given the empowerment to stop work in progress (WIP) if it did not meet the specification spelled out in the control charts. This is a powerful affirmation of the value of dashboard usage.

A recent quote from Southwest Airlines explains two types of dashboards succinctly: “At Southwest Airlines, they call them cockpits, and they’re specialized so that the guy in charge of putting peanuts on airplanes gets a different view than the guy who’s in charge of purchasing jet fuel. But they all see what planes are flying where.”

When a dashboard is presented regarding a circumstance, within three minutes everyone in the room understands the situation and can identify areas that need improvement immediately. Those present are able to see things that you would not be able to see in the paper reports. The dashboard is so simple; it works.

Creating a Dashboard

Creating a “dashboard” is complex, but it generally represents a simple graphical presentation of diverse data that can be used to drill down on underlying information. The name came from the dashboards that you are accustomed to seeing inside cars or an airplane or any machinery with instrumentation that requires constant monitoring. The cockpit dashboard has various meters that gauge the temperature, check batteries, gas, speed, brakes, direction, wind velocity, altitude, etc. It measures the tachometer speed so the engines and gears are revved up correctly. All are necessary to keep a plane flying...
safely. An airplane is off course 95% of the time, and still the pilot, with the aid of dashboard instrumentation, successfully lands the airplane safely at its destination.

However, the elements of the “dashboards to success” in an organization are different. These dashboard elements for success can be rearranged, modified, and customized to fit each work unit of an operation. Many can be very simply color-coded like the traffic light (red, yellow, or green) to highlight performance known as key performance indicators (KPI) either above or below expectations.

A red arrow pointing down indicates performance that is below what was expected at that particular point in the project. A green arrow pointing up indicates performance that has surpassed expectations. A yellow arrow pointing to the left or to the right shows performance that has not met some goals but is close to doing so. The use of red, yellow, and green as color indicators of performance is standard to all dashboard presentations. Red could denote not up to par, yellow could indicate work in progress, and green may connote that it is ready to go or that it meets expectations. These are a simple type of performance indicators as compared to those with data and graphics.

On a site visit to Pella Windows Corporation in Pella, Iowa, I saw one such dashboard. It showed the upper and lower control limits of production capability. For instance, I saw a colored, digitally, neon-lighted monitor—the lower control limit (LCL) number 25 in red and the upper control limit (UCL) number 35 in green. In the center was the actual production count. Any deviation to the bottom below 25 would show in red. Any deviation above the 35 in green meant that the production was above expectations. This simple monitoring device showed workers the representation of the current targets in production capability. Such charts are control charts giving interactively the pulse of production throughout the day.

A dashboard is like a scoreboard. If you were at a basketball game and there was no scoreboard, it would be difficult to assess who won or lost and by how much, let alone allow you to keep track of the ongoing activities. Therefore, a dashboard is a tool used for collecting and reporting data, information, and knowledge about vital customer requirements and/or your business performance for key customers. Dashboards provide a quick summary of process and/or product or services performance.

In most situations, the dashboard helps to clarify and verify current reality and determines the future state. It is an accountability tool, which indicates whether a process is improved. It is a metric, which provides measurement to denote where the process is headed. Examples of dashboards to success look at cash flow analyses, budget data sheets, project management, or construction management progress sheets, cycle times, work flows, injury rates, training and development, and accounting hits on the web pages, etc.. Dashboards to success contain various scorecards in an organization, which are generally known as Performance Measures, populated by instrument panels known as Performance Scorecards.

**Performance Measures**

The “Performance Scorecard” helps an organization set and communicate goals, establish key performance metrics and accountability, and continuously measure performance against organizational goals and objectives. The Performance Scorecard aligns and focuses on business objectives, plans, and actions. The Performance Scorecard can empower employees with clearly defined performance measures for success and will enable continuous performance improvement (CPI) and agility across the entire enterprise.

Superior performance depends on aligning each individual and department in the enterprise with organization strategy and key performance metrics. Performance metrics are key elements of a Balanced Scorecard. Yet many organizations fail to communicate goals and objectives. In addition, many fail to translate these strategies into meaningful performance metrics that employees understand and for which they are accountable.

At FP&M, we are gradually translating goals and objectives into scorecards using Kaplan and Norton’s Balanced Scorecard, with the addition of two other critical success factors (CSF), namely, information technology (IT) and knowledge management (KM). For the sake of nomenclature, I am calling it “Balanced Scorecard Plus.”

**Balanced Scorecard Plus**

The history of the Balance Scorecard began in 1990, when Nolan Norton Institute, the research arm of KPMG, sponsored a one-year, multi-company seminar entitled, “Measuring Performance in the Organization of the Future.” In 1992, an article in the Harvard Business Review by Robert S. Kaplan and David P. Norton entitled, “The Balanced Score Card that Drives Performance” preceded their book, *The Balanced Scorecard: Translating Strategy into Action*. The book introduced the Balanced Scorecard as a holistic set of measures for integrated business performance. The scorecard originally was developed to supplement traditional financial measures discovered in the “Corporate Scorecard” that contained performance measures relating to customer delivery times, quality, and cycle times of manufacturing processes and effectiveness of the new product developments. In 1996, their book was a best seller, and it became evident that three other performance criteria (customer focus, internal processes, and learning and growth) would become critical measurements for the performance of an organization.

Information technology and knowledge management are added here as the fifth and sixth criteria for performance measurement of an organization aspiring to become a world-class operation. However, the four criteria indicated by Kaplan and Norton are what every organization needs to follow. The Balance Scorecard Plus includes the four criteria of the original Balanced Scorecard plus IT and KM as follows:
More information will be coming your way very soon. Stay tuned!

It is the responsibility of us all to be aware and proactive in the matters of drugs and alcohol in the workplace. In the session, they learned what to look for, both physically and behaviorally, as well as the impact that drug and alcohol use have on the workplace related to safety, productivity, and employee morale.

Workplace policy that assists in providing a safe, healthy, and pleasant environment. It is the responsibility of us all to be aware and proactive in the matters of drugs and alcohol in the workplace. In the session, they learned what to look for, both physically and behaviorally, as well as the impact that drug and alcohol use have on the workplace related to safety, productivity, and employee morale.

With this effort, FP&M plans to increase employee awareness and maintain the program on a long-term basis. In the near future, our desire is to share this same information with all FP&M staff. Iowa State University has a Drug Free Workplace policy that assists in providing a safe, healthy, and pleasant environment. It is the responsibility of us all to be aware and proactive in the matters of drugs and alcohol in the workplace.

More information will be coming your way very soon. Stay tuned!
4-H Youth Building – a dream come true

By Mark Huss

In the year marking the 100th anniversary of Extension in Iowa, a dream came true for those involved with 4-H and Extension. In September 2003, the group moved into the Extension & 4-H Youth Building. The building houses the Extension Continuing Education and Communication Services; Educational Materials and Marketing Services including the video, publishing, marketing, and radio personnel; 4-H Youth Development administration, field specialists, and support staff; and the 4-H Foundation.

Once the Board of Regents gave its approval, the design submitted by the architectural firm of Brooks Borg Skiles Architectural Engineering, LLP of Des Moines was chosen. Miron Construction Company, Inc. was awarded the building contract. The team was headed up by Mark Huss, project manager, and Vern Faber, construction manager.

The building, which is approximately 23,000 gsf, includes a large atrium, open-office space, closed administrative offices, complete video and radio studios, library, and conference rooms. It will serve as the front door for ISU Extension, bringing together many Extension personnel from around campus. It also consolidates the 4-H Youth programs to one area that will be “home” for the many 4-H youth from the State of Iowa and at Iowa State University.

A large glass entrance area serves as an exhibit space that will highlight Extension, 4-H, and ISU activities. This space will aid student recruitment with College exhibits and interactive displays. The open-office area is on an access floor system, which routes electrical and telecommunication cables. This floor system will make it relatively simple to rearrange the cubicles in the future with little infrastructure changes.

Approximately 50% of the project costs were funded with private giving. The lead gifts came from the Iowa Farm Bureau Federation and Pioneer Hi-Bred International, with thousands of additional dollars given by the thousands of people in the state who have participated in local 4-H chapters. (Note: During 1997-1998, more than 120,000 Iowa youth (K-12) participated in various 4-H Youth programs, nearly a quarter of all kids in this age group.)

Thank you to the many FP&M employees who helped make the planning, design, and construction of the Extension 4-H Youth Building a success.

Testing at full capacity

By Mark Renoux

Several buildings across campus contain generators that provide electrical service in the event of a power outage. The generators assure that emergency and exit lights, life safety equipment, computer systems, and phone systems remained in operation.

Currently, FP&M maintains 39 generators located in general campus buildings. As a regular part of our preventive maintenance (PM) program, our area mechanics conduct building load testing of each generator. While this is an important PM step, it does not provide a true test of a generator’s full capacity load.

Since testing of full capacity load requires special equipment, we used the university bidding process to enlist the help of an outside vendor. The project was awarded to Cummins Great Plains, out of Des Moines. They tested one third of the generators on campus last summer. Plans are underway, pending funding, to have another third of the generators tested this summer.

The testing company brings a portable load bank, something like a giant toaster, which they attach to the generator and load the generator to full capacity. This is different than transferring the building load to the generator because the building load is not normally as much as the full capacity of the generator. For the test, they run the unit with a full load applied for about two hours, taking readings every 15 minutes. They note any problems they find with a generator and report their findings to FP&M Maintenance Support. Typical problems include inadequate ventilation needed to keep the generator cool and running at full capacity. FP&M staff handles some of the repairs, with an outside vendor handling any problems of a more technical nature.

By running the load tests, we become aware of potential problems and can address these problems, ideally before the building would lose power and need to make use of the generator.
Greetings from Veenker Memorial

From Chris Seaboch

We are having a beautiful spring season. The leaves are starting to show, the grass is green, and we are off to a great season with the help of some friends from up north.

For the past four years, in conjunction with The Hotel at the Gateway Center, we have been running a special at Veenker to encourage folks from Minnesota to try out the course. The program is gaining popularity and even is starting to draw golfers from Wisconsin and South Dakota.

We also have seen an increase in the number of student golfers taking advantage of our two for the price of one special on Mondays and Thursdays. Our Ladies two for one special on Tuesdays have also been popular, keeping our tee sheets full on those days.

Anyone driving down Stange Road probably noticed construction along the street and on the driving range. We are happy to report that the project is near completion. The addition of new drainage tile along the driving range will divert runoff from going into Squaw Creek thus alleviating some of the flooding issues of years past. Snyder and Associates provided the design work and Reilly Construction was the contractor. Iowa DOT collaborated on the project under the Institutional Roads program. Lori Winegarden served as project manager and Mike Parsons was the construction manager.

The project included grading the area and moving dirt to add three more target greens as well as new tee boxes on the 9th hole and at the driving range. The tee box on 9 will add about 40 yards to the hole and challenge anyone daring enough to try and “cut the corner” on the dogleg left par 5. The ISU men and women’s golf teams will use the new tee box at the south end of the driving range. This new tee also will provide a private instruction area for the instructors at Veenker. You may have noticed that the construction area is “painted green”. Actually, the green is fertilizer we applied to help get things growing and ready for the season (see picture at right). John Newton’s crew played a major role, doing a fine job with the grading, installation of the erosion mat, and the final seeding and sodding work. Our hats off to them for their efforts! The project started late fall 2003, went into hibernation for the winter, with work resuming on March 29, 2004, and wrapping up in mid-April.

With the project nearly complete and the weather warming up, it is time to get your season passes. Did you know that we have special faculty / staff rates on season passes and 10 round punch cards? ISU faculty and staff can purchase a season pass for $720 (instead of the $825 general public rate). The season pass allows you to play any day of the week through the entire season (except days when we are hosting a tournament). Or you can purchase a 10 Round, 18 Hole punch card for play Monday thru Friday (sorry, no weekends) for $180 instead of the $220 it would cost if you paid each time. The card is good for two years, so even the occasional golfer will get their moneys worth if they only golf five times each summer. So, what are you waiting for? Take advantage of the savings and join in the fun!

For more information about leagues, junior programs, lessons (private or group clinics), tournaments, or just about anything else regarding the happenings at Veenker, visit our website at www.veenkergolf.com.

With no other major projects on the board, we look forward to providing you with an exciting season of golf. We hope you will come visit us soon, whether it be to purchase ISU logo merchandise, hit the driving range, or to tee it up on the course. Or, just stop by to say “hello” to the Veenker staff: Chris Seaboch, head golf professional; Mark Atchison, assistant golf professional; John Newton, manager / superintendent; Tess Balsley, clubhouse manager; our full-time maintenance staff, Neric Smith, Brent Stephenson, and Chuck Woods, and the multitude of summer staff. Fore!
**Access overhaul for General Services Building**

**By Bob Currie**

It is over, and we survived! It is hard to imagine what the intentions were during the development of the original key and lock system for General Services Building. Nevertheless, after 70 years and many additions and renovations, the building had a very “diverse” key and lock arrangement. As we tried to make heads or tails of the system, we quickly concluded the task was next to impossible. There were many concerns, including keys assigned to people who left FP&M years ago and people with keys that didn’t go anywhere.

In the onset of increased concern for national security and the potential to exploit in a negative way certain ISU activities, FP&M has been assisting departments with projects to enhance the security of their activities. Re-keying, new locks, and most recently electronic access have become the norm in responding to security improvements.

Finally, we turned our attention to our own security system. General Services has not been immune to unauthorized visitors and twice in the last four years, General Services has been victim of computer theft. Did this have something to do with our key/lock system? Possibly, and we may never really know, but giving our system an overhaul certainly reduced the likelihood of this happening again.

What have we done? General Services Building exterior entrance access now is limited to designated doors; and these doors have electronic proximity card readers that monitor access. On the interior, a new key system was developed and all doors received new locks, requiring all key users to receive new keys.

Was this an easy task? This undertaking involved many meetings and much communication between Building Access Services staff and the building occupants. The new key system took nearly three months to develop and fully implement. Changes for the various sections of the building were in phases in order to manage the rush of activity involved with cutting and assigning a large quantity of new keys. Overall, the process went smooth due to the dedicated staff spearheading the project and the support of the building occupants.

Thanks to Building Access Services and Building Maintenance Services for developing and installing our new key/lock system. I certainly feel more secure!

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**Step Into My World provides a learning experience**

**From Todd K. Herriott and Rodney Gingerich**

According to Todd Herriott, coordinator with ISU Disability Resources, the “Step Into My World” experience was implemented several years ago in order to create awareness among ISU community members and university administrators regarding various issues and problems encountered daily by persons with various disabilities. This year the program saw a dramatic increase in its participation and visibility on campus. In the past, administrators used wheelchairs to get around campus or wore blindfolds to simulate loss of vision. This year the group expanded the program adding a number of different simulations and mobility barriers.

Katie Blummer, vice president for the Alliance for Disability Awareness (ADA), headed up this year’s project with support and help from Alpha Sigma Kappa: Women in Technical Studies and the ADA group. Blummer, and the other students involved, want to be sure that people understand that this is a “time limited experience” and in no way can truly represent the experience of a person with a disability who faces these challenges, not just for a few hours one afternoon, but for every day of their life. The hope is that by having this brief glimpse into the experience, greater awareness and sensitivity around disability related issues will result. The group, including students who helped organize and participate in Step Into My World, used a web site ([http://www.public.iastate.edu/~simw/](http://www.public.iastate.edu/~simw/)) for publicity and organization of the event.

The group was pleased that so many administrators from various offices around campus were willing to partake in this program including President Gregory Geoffroy, Warren Madden, vice president for business and finance, and Chris Ahoy, associate vice president for facilities. Through a random selection process, the group assigned a disability to be simulated by each participant. The experience provides participants with a great opportunity to experience first-hand what it might be like to have to deal with such a disability, and educates both the facilitators, as well as the participants. Many of the participants found that what they assumed to be a very accessible campus, was still difficult to navigate, and at times, even impossible. Starting on the next page is a summary of Chris Ahoy’s experience.
Chris Ahoy’s Step Into My World experience

On April 13, 2004, Todd Herriott and Rodney Gingerich, senior in Management Information Systems (pictured with Chris), came to my office, as I had volunteered to participate in the campus Step Into My World program. Participating in this program to create awareness among university administrators regarding various issues and problems encountered daily by students with disabilities was dé ja vu for me.

At the University of California, Berkeley, I spearheaded the Committee on Criteria for Removal of Architectural Barriers. I am heartened and excited to see a very enthusiastic group of ISU students working to promote awareness and perhaps in the process to garner the necessary resources to make our campus barrier free for our approximately 700 students with disabilities.

The afternoon simulated journey began in my office with a designated disability. Todd brought all his paraphernalia, plastic sheet, duct tape, and a pair of crutches. To simulate the partial non-functioning of my left knee, he proceeded gleefully to strap me and thanked me for my willingness. He had educated himself, with the help of the sports doctor, as to what kind of ambulatory difficulty I would have. While I was being strapped, Rodney asked me if I was still willing to go through with this disability for next two and a half hours!

As soon as my left knee was placed into an unmovable position, I became immobile. Rodney handed a backpack that I would need to carry in order to create a real-life situation.

Most people, upon seeing my disabled plight, were very concerned and helpful. Doors were opened for me as I exited the General Services Building, and folks asked what had happened, curious about my malaise. It was good to know that people are generally kind and willing to assist others in distress. After I had maneuvered the steps to the sidewalk, the CyRide bus stopped and waited, as I gingerly climbed the high-rise steps into the bus. I plunked myself in the nearest available seat towards the front of the bus. Getting on the bus with a disability was interesting to say the least!

When we arrived at the Memorial Union, I reassembled my gear and with the crutches under my arm, my companions and I disembarked the bus. As I slowly made my way toward the Union to ascend the front steps, somebody was there to hold the door. Todd pushed the disabled door-opening button for the second entry, and we moved across the passageway to the first elevator and exited on the dining commons floor level.

As a treat, my companions offered me a drink. I opted for water and went over to get a cup. Normally, I would not think anything about getting a cup of water. However, in my present condition, there were some challenges—filling a cup full of water with one hand, switching to carry it with the other hand, and then locating a seat in the dining area to deposit all the baggage and have a seat.

After we sat and had our respective drinks, they asked me if I would be willing to go down to the Maintenance Shop (M Shop) in the basement. We took the steps down and walked around the M Shop. While ascending the steep, non-compliant, handicap ramp, I almost lost my balance due to the weight of my backpack. As I regained my balance, we talked about redesigning the ramp to ADA standards. We also discussed several methodologies of keeping track of disabled issues and conditions and that this then could be a checklist for work accomplished.

Finally, my companions and I left through the west entrance and made our way back to the General Services Building.

Looking back over my experience that day, I felt blessed that my disability was only temporary. For those with disabled conditions, it is a way of life. But by the grace of God, we could be in their shoes! The program our students devised here at ISU is worthy of merit. We need to create more awareness of the barriers for our disabled. The program renewed my own sensitivity and I appreciated the opportunity to participate. Thank you Katie, Todd, and Rodney for including me.

Upcoming Retirements

- Fay Olson/Custodial Team 2 – June 10, 2004: Reception will be on June 8 from 11 A.M. to 1 P.M. in room N127 Lagomarcino
- Arzy Clapp/Building Maintenance/BD – June 30, 2004
- Harvey Helmers/Building Maintenance/BD – June 30, 2004
- Chuck Woods/Golf Course – June 30, 2004

Watch the FP&M internal home page for reception information.
FP&M action plan for strategic improvement

By Dave Miller

In 2003, FP&M carried out an ambitious self-study process. For the first time, this self-study encompassed all units of the FP&M organization, where previously only smaller segments of FP&M had undergone the self-study process. This self-study process set the stage for the development of a comprehensive FP&M strategic plan. The director’s group has been working on the framework for a new strategic plan for almost a year. In January, 32 FP&M staff members were challenged by the directors to answer four strategic questions:

1. How can we improve internal FP&M working relationships?
2. How can we improve the delivery of “small projects”?
3. How will FP&M prepare itself to be capable of creating a better future?
4. What are the expectations of FP&M and how can we be responsive to those expectations?

The answers to these questions have formed specific action plans for strategic improvement at FP&M.

We will formally introduce you to the 2004-2006 FP&M Strategic Plan at a town hall meeting to be scheduled in early May. The town hall meeting itself is one of the strategic initiatives, as we begin to hold open meetings for FP&M staff on a monthly basis to communicate information on current activities, and to allow for questions and answers.

The strategic plan will place a new focus on developing positive relationships within and outside of FP&M, and will emphasize the image of FP&M as a single provider of comprehensive services for the university community.

Shop safety audits

By Bob Currie

The university recently was asked by the Iowa Occupational Safety and Health Administration (IOSHA) to provide assurances that all shops were being operated safely. As a result, FP&M was directed by Environmental Health and Safety (EH&S) to conduct an audit of all shop spaces with in the Power Plant and General Services Building.

Shop managers and supervisors quickly performed and submitted the audit, per guidelines and forms provided by EH&S. What was the outcome of the audit? No real surprises were discovered, although the process gave shop managers and supervisors an opportunity to take care of a few inconsistencies such as signage, fire extinguisher application, and housekeeping.

I also want to give credit to our shop and power plant safety committees for their on-going efforts to ensure shop areas are safe. (Committee members: Dave Ballard, Vernon Caruth, Mark Davis, Dennis Elliott, Tim Fay, Jim Garland, John Griffith, Darren Huntley, Gene Leamen, Mike Martin, Wanda Martin, Doug Mullen, Terry Negri, Mick Osborn, Frank Perkovich, Ken Schmidt, Janet Schneider, Brad Webster, and Craig Wirth.) Their efforts kept the list of surprises relatively low and easily manageable.

EH&S has indicated that this will become an annual process. We welcome their assistance in helping us maintain safe and productive work environments for our staff. Thanks to shop staff, managers, and supervisors for your team efforts to maintain safe shops.

Groundsmaster to sweep the campus

Just in time for the mowing season, Campus Services received two 2004 Toro Groundsmaster Model 4000-D, 11-foot rotary mowers. These highly productive large area mowers will replace two 6-foot mowers.

According to the Toro brochure, these new mowers have more horsepower and torque than the competition, have awesome mowing capacity even in wet grass, and they provide high-quality cutting performance. The mowers also have unmatched trim maneuverability, superior ground following, excellent traction and hill climbing, and a comfortable operator area.

The wider cutting path of these new mowers will allow mower operators John Moore and Ed Johnson (pictured at below), to cover more ground in less time in their efforts to keep up with the growing grass. The time saved will enable Campus Services to better utilize staff and save resources. With the addition of 72” rotary brooms, 72” snow blades, and all weather cabs, these new units will be multi-seasonal and more versatile; although we hope the need to make use of the broom and blade are many months away.

![Groundsmaster](image-url)
Employee spotlight: Lyn Foshé

After 28 years, she still finds her job interesting. Perhaps that is because of the customer interaction and the wide variety of duties in her role as key coordinator for the newly formed Building Access Services. Lyn Foshé finds her day filled with the business of processing key orders, issuing and receiving returned keys, processing lock changes, handling bid openings, and answering phone calls about anything and everything imaginable. As a “one-woman” operation, Lyn finds the lack of full-time backup support to be one of her few frustrations with the job.

Humorous questions or unusual antics of her customers keep the job interesting. More than once, customers have questioned if the roof access ladder attached to the wall in the north hallway of our building is the only way to get to the second floor. One frustrated student, upon learning he did not have all necessary signatures for his graduation form, rammed his head into the wall (fortunately, he was not seriously injured). When a caller or customer presents Lyn with an obscure question, when time allows, she does her best to find the answer. As proof, ask her how many gallons of water there are in Lake LaVerne, or where Lynn Fuhrer Lodge is located!

In her spare time, Lyn enjoys reading, going to movies, working out (she says this is more of a necessity than an enjoyment!), knitting, traveling, and attending air shows. One of her most exciting memories was seeing the Navy Blue Angels Precision Flying Team go over Puget Sound. Another special memory for Lyn was sharing her wedding day and reception with so many friends and co-workers. Lyn and Earnie have been married for five years and they live on an acreage in Story City. Lyn has two children, John 39 and Julie 37, and six grandkids ranging in age from 2-13.

To be featured in the new Employee Spotlight column, see Gloria Erickson in 108 General Services Building for a form. Thank you.

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Terry Dannatt  Sally Houser  Pam Oakland  Mark Renoux
Chad Deike  Mark Huss  Mike Parsons  Chris Seaboch
Custodial update
By Paul Haggard

Below is an on-going list of custodial topics that are presently being discussed, implemented, or will be coming up for discussion in the next year. This information also is available from the custodial webpage at www.fpm.iastate.edu/custodial.

PRESENT TOPICS
- Team information meetings
- Internal Custodial Web Page
- Carpeted Surface Systems and Products
- Custodial and Area Maintenance Shared Space
- Building Inventory verification

FUTURE TOPICS
- On-Line Custodial Task Training
- Night cleaning team of Auditoriums, Locker-room, Gyms

TEAM INFORMATION MEETINGS
I wish to thank you for all the input and quality communications that we had as we met with each team to discuss the reorganization, resolve current issues, and exchange information. I believe this will be a great building block for permanent positive changes in our department. Remember always to use your email to communicate questions and concerns. This helps us to stay focused on providing timely information to you.

Please review the document I sent to you that covers all the topics discussed in all the meetings. If we have missed a subject, please let us know.

INTERNAL WEB PAGE
We are working on creating an internal web page that will include information exclusively for custodial teams. You will be able to access your timecards, web requests, training, supply ordering, newsletters, budget, and other information that is important to you. We hope that this will help make using your computer easier and more efficient.

Over the next month, we would like for each of you to request your own email address through ATS (ADP). Our goal is for you to have one login that will allow you to access your time cards, training, HR information, and supply ordering, etc.

CUSTODIAL/AREA MAINT SHARED SPACE
I would like to thank all of you who helped make this transition go well. I thank you for your ability to work together and understand the needs of one another to create a useful efficient space.

BUILDING INVENTORY VERIFICATION
Over the next 2-3 months, we will be working on verifying room usage and inventorying chairs, lights, desks, fixtures, and floor type of each space within our buildings.

Currently, we are developing the sheets to use in documenting this information. This information will be important in evaluating our services. A facilitator will provide you with sheets for your building and give you instructions.

BUDGET
At this time, we have no news on the reallocation of funds or how any reallocation might affect FP&M and our department as a whole. It is important that we watch our supply orders, ordering only what you need from delivery to delivery and not over stock. This will help in keeping our supply budget lower and will save needed storage space.

SUPPLIES
We will be implementing the 3M Carpet Care Program this spring. We are asking that you follow this process and evaluate the effectiveness of the products over the next year. 3M Carpet Care System will be in stock by the end of June so that you may use this system during project cleaning.

QUOTE for SUCCESS
Meaning of Team Work
Teamwork means that we share a common ideal and embrace a common goal.

Regardless of our differences, we strive, shoulder-to-shoulder, confident in one another’s faith, trust, and commitment.

In the end, teamwork can be summed up in five short words...“We believe in each other.”
Customer service – who, what and how?

By Carolyn K. Haase, Haase Enterprises

The following article is a summary of discussion from a customer service workshop at last fall’s Managing Waste Resources Wisely conference. The article originally appeared in the Iowa Recycling Association February 2004 issue of I Recycle and is reprinted with their permission.

Who? – Who are your customers?

Your customer can be those who work in the accounting department, your boss, your colleague, or the customer who walks in the door of your retail establishment. As we go through our daily job responsibilities, they are all important. It is true that if we don’t have our external customers we may be out of business, however, our internal customers are just as important. In today’s business environment, employees jump from one employer to another without looking back. The days of having a job for a lifetime are gone. Working as a team in and outside of our departments is still critical.

What are their needs?

As we analyze what our customers need, we sometimes overlook one of the easiest ways to find out. Ask them! What are they looking for? When do they need it? What is important to them? Why do they buy from us rather than our competitor? What is important to our internal customers? Do we treat them with the same respect as our external customers?

How? Does staff development and training help promote customer service?

Studies have shown that there is a direct relationship between how employees are treated and how they treat the customer. If you think about it, it makes sense. If you are constantly pestered by your boss about a deadline or you are working hard to do a good job and never are acknowledged when you deliver, how interested are you in going the extra mile for the customer? Not very! Making employees feel valued, providing them with the appropriate training for their jobs and acknowledging their good work, even if it is just part of their everyday responsibilities, goes a long way in making employees feel that they are appreciated. Providing external development tells them that you are interested in their career growth and are willing to make that investment. Even though increases in salary are nice, the investment that you make in your employee says that you want him or her to be around to help you make a successful future.

In our group discussions, we talked about 10 good customer service habits. Although these seem pretty easy, many of us do not do these on a regular basis. We get so caught up in our day-to-day routines that we forget how important they are. Some of these include ones we have heard many times before such as “under-promise and over-deliver.” But how about one like, “treat your coworkers as customers” or “offer your customer options” rather than “we can’t do that.”

We also talked about the 10 ways to be a good role model to your staff and the difference managers can make by their actions alone. Typically, the average American employee spends more of his or her waking hours at work than anywhere else. Why not make it an enjoyable experience? If you are a manager, keep a couple of these tips in mind. Be willing to not always know the answer. Your employees know it, so be willing to admit that. They will respect you for it in the long run, and might offer to help you find out the answer. Take time to socialize. Many organizations feel this is a waste of time, but this is an important element of being a manager. When you get to know your employees, they feel valued and important.

Strengthening the relationship you have with your employees has a positive, long-term effect on them and your customers.

Whether you are the boss, the bookkeeper, or the front line sales staff, we all can improve our customer service skills. Why not start today?
Letters of Appreciation

From Marc Harding to Chris Ahoy: “I am writing to thank you and your staff who answered a call to fix the window ASAP. It was done promptly and professionally. As always, we appreciate the fast response and great customer service. As I don’t have the name of the individual(s) responsible for fixing the window [Steve Pecenka], I’m hoping that you could please pass along my thanks and appreciation to your staff for a job well done!”

From Ryan A. Meier to Jeff Witt: “Thank you very much for the informative tour you gave yesterday. The students were very impressed since this was the first time they had been to a power plant. We appreciate you accommodating our large group and the group of students that had to leave early. The groups of students were sophomores and juniors and are still undecided what specific area of mechanical engineering they would like to partake in. Yesterday’s power plant experience will definitely get some students interested in our design class - Power Plant Design and other relevant classes. Thank you again for the great opportunity to tour the power plant!” Tour guides included Mike McGraw, Doug Mullen, and Gordon Woods.

From Charles R. Sauer to Dave Miller: “I would like to share with you my expression of gratitude to Mr. John Breon for the work he performed last week on Kildee Hall. As temperatures started to climb last week and the snow on the roof of Kildee started to melt, we experienced large-scale roof leaks in several locations throughout the building. As ceiling tiles were collapsing in various rooms and corridors, many in my department were frantically rushing about, trying to deal with the consequences. As the functional building manager for Kildee, I generally receive the rush of reports and complaints that center on any such problem. In the midst of this rush, tempers get short and people frequently do not see the work that is going on to correct the problem. John spent the day clearing snow and ice from the roof of Kildee, and then clearing the rock under it so that he could locate the roof penetrations and apply patching. This was backbreaking work and the dedication and persistence that he showed in getting it done and getting to the root of the problem is highly commendable. He brought the leaking under control and helped restore us to regular operations, all in the most timely way that I could imagine under such demanding circumstances. In communicating with the occupants of my building through this difficult day, I tried to remind them that even as the ceiling was literally falling about their ears, FP&M had people like John on the task and that our situation was not going unnoticed. I should also mention the responsiveness and efficiency of our area mechanic, Larry Hansen, and Custodial Team 11, in staying on top of the situation and helping us cope with the consequences. Larry consistently maintains the highest level of attention to building systems in Kildee and the Meat Lab and makes it all look effortless, which I know it is not. His dedication to service and vigilance stops potential problems dead in their tracks before they intrude on our work. The occupants of my building experience these efforts indirectly and so sometimes do not see that there are real people like John and Larry at work behind the scenes who preserve the order and efficiency of our operation. In the case of Team 11, I recognize that they cover a truly phenomenal area in Kildee and the Meat Lab and deal with some of the highest traffic areas on campus and with situations that occur nowhere else on campus (like the consequences of large-scale livestock events in the Kildee pavilion), all without ever raising a voice of complaint. John, Larry, and Team 11 all have my greatest respect and admiration; all the more so since I know that their work largely goes unrecognized. I hope that you will share this small effort I am making here with them and that you and the other managers of FP&M will also take notice.”
Letters of Appreciation continued
From Dan Curry to Paul Haggard: “I would just like to say that the staff at our lab really enjoys having Cindy Plummer work in our building....I personally find Cindy a very pleasant person to say hi to, yet she quickly continues her work. She seems to stay ‘on task’ every time I see her working in the building. In these times of budget constraints, it is hard to keep up the same level of performance when resources are spread to a maximum. I find Cindy Plummer a great asset to your organization and I hope to have her continue working, if possible, in our building at the Seed Science Center. Thank you for your time.”

From Bob Currie to Custodial Team 03, Dean Khan, Patrick Lee, James Rogers, Eric Zierke, Bob Catus, and Wanda Martin: “I want to share a note of thanks and appreciation for your most recent efforts and for your perseverance toward finding solutions to the mystery odor. I took a look at the work order history and noted the first service request related to an odor in this area was issued January 2002, and subsequently seven more times between then and February 2004. For the custodial and maintenance staff (Deb Akin, Linda Bochmann, Peggy Deaton, Rhonda Deaton, Jeff Hedlund, and Wanda Martin) who work in this building most days, it is understandable how frustrated one may become when solutions are not quickly found. I appreciate the manner in which you patiently continued to present this issue before FP&M staff and for your assistance with the latest flurry of activity, which generated additional needs for cleaning services. For custodial, maintenance and construction support staff (Dean Khan, Steve Lee, Eric Zierke, Scott Rogers, Bob Catus, and Jim Callahan) who struggled with finding a solution, thank you for taking the extra time to research the building’s systems with respect to past construction modifications and for verifying the impact of each corrective measure you made to the systems. Your team effort lead to the discovery of numerous issues requiring repair and it is important to recognize again as each repair was implemented, you initiated a follow up process to verify the effectiveness of the repair. The process you followed lead to the primary odor source and ultimate solution. Great work! With a campus this size, there will be countless opportunities to team up to resolve issues. Again, thank you for your assistance, for supporting one another, and for encouraging each other to do your best. Thanks.”

From Steve Pendry to Paul Haggard and Dick Reckseen: “I would like to take this opportunity to express my appreciation for the excellent work done by Karen Peffer, Vern Krepel and others on the floor of room 1485, our Veterinary Medicine Multimedia Classroom. This room has been involved in an upgrade to its lighting and projection facilities, and the construction traffic combined with the tracking of sand during the winter had left the floor in a sorry condition. On completion of the upgrade work, I requested a full cleaning and polishing of the floor of this room as well as 1483, the adjoining control room. I needed it to be finished by the afternoon of Friday 3/19, to allow reconnection of the mobile cabinet wiring in preparation for a class to be held there Monday morning. Several items in the room require special care, and I left a sheet of guidelines for handling them to prevent damage. The work was completed on time and my requests were followed to the letter. The quality of their work was outstanding, and the room now looks like an upgraded facility. Please pass along my appreciation and thanks to these fine people for helping to make the reopening of this room a joyful occasion.”

From Rick Branson to Scott Rogers and Eric Zierke: “Thanks for taking ownership of this problem. The well pump was very critical to the operation of AN-12. By drawing on your strong personal resources when faced with a difficult situation you were able to keep the system from going down averting a very critical situation. I received positive feedback from the customer, which indicates you kept the customer notified thru the process. Thanks again for a job well done.”

From Joseph M. Gilbert to Paul Haggard: “...Lately, I have noticed something that I would like to share with you. The custodial staff at the Applied Science Complex [Marian Graves and Brian Morris] are doing an exceptional job. ASC I, II, and III are looking great. The floors are clean and shiny, windows are clean, bathrooms are fresh and well kept, and there seems to be an attention to detail that has raised the standard for cleanliness at the Applied Science Complex. Along with the researchers and other administrative staff who work in these buildings, I am very appreciative of the ASC custodian’s efforts. Please insure that my comments get forwarded to the custodians that are responsible for the work at ASC. Once again, thanks and keep up the great work!”

From Paul Haggard to Marian Graves and Brian Morris: “I want to share a note of thanks and appreciation for your most recent efforts and for your perseverance toward finding solutions to the mystery odor. I took a look at the work order history and noted the first service request related to an odor in this area was issued January 2002, and subsequently seven more times between then and February 2004. For the custodial and maintenance staff (Deb Akin, Linda Bochmann, Peggy Deaton, Rhonda Deaton, Jeff Hedlund, and Wanda Martin) who work in this building most days, it is understandable how frustrated one may become when solutions are not quickly found. I appreciate the manner in which you patiently continued to present this issue before FP&M staff and for your assistance with the latest flurry of activity, which generated additional needs for cleaning services. For custodial, maintenance and construction support staff (Dean Khan, Steve Lee, Eric Zierke, Scott Rogers, Bob Catus, and Jim Callahan) who struggled with finding a solution, thank you for taking the extra time to research the building’s systems with respect to past construction modifications and for verifying the impact of each corrective measure you made to the systems. Your team effort lead to the discovery of numerous issues requiring repair and it is important to recognize again as each repair was implemented, you initiated a follow up process to verify the effectiveness of the repair. The process you followed lead to the primary odor source and ultimate solution. Great work! With a campus this size, there will be countless opportunities to team up to resolve issues. Again, thank you for your assistance, for supporting one another, and for encouraging each other to do your best. Thanks.”
**Letters of Appreciation continued**

From Mufit Akinc to Dean Khan: “It is with great pleasure that we, the MSE department, write this letter to you acknowledging our appreciation of Jim Collins and Nolan Christensen from Team #2 for the outstanding work they do at maintaining Hoover Hall building. MSE moved to the Hoover Hall building in the fall 2003, not only did we experience a smooth transition into our new home, but we were also pleased to see how Jim and Nolan took pride in maintaining our building. They are accommodating, positive, and their commitment to ISU is apparent. They were helpful during our move and they continue to demonstrate strong emphasis into making our building look great. I am sure that Team #2 in your organization includes other fine individuals, such as Jack Small, Terry Wierson, and Val Larson that assist Jim and Nolan in maintaining of Hoover Hall. Since we only know and interact with Jim and Nolan, I can only make reference to them but do not want to ignore the efforts of other team members and would like to extend our gratitude to them. Please accept our most sincere appreciation of your staff and your staff’s contributions to the Material Science & Engineering department.”

From the Office of the Dean, College of Design, to Mike Hill and Ron Goodmanson: “It is my pleasure to inform you that you have been selected to receive the Dean’s Award for Extraordinary Performance and to invite you to be our special guest at the College of Design Annual Awards Program.... This is an occasion when we pay tribute to those members of the college faculty, staff, and students who deserve special recognition for their outstanding accomplishments. As an award recipient, you are cordially invited to the brunch prior to the program and to join us during the program that follows. This annual event is an important focal point, which culminates the program that follows. This annual event is an important focal point, which culminates the activities of the academic year. Your presence and participation will enhance its significance.”

From a staff member in the Parks Library to Dean Khan: “I wanted to contact you in reference to Judy Shadle. … She is a very congenial custodian and our whole office is pleased for her work ethic and the cleanliness she gives to our environment. Sometimes people forget to compliment such workers; so, thought I would report to you how much we appreciate her...Thanks!”

From a student to Terry Dannatt: “Thank you very much for contacting me about my lost ISU card.”

From Linda Dutton: “Today, I had the pleasure of meeting Cindy Stigler in the Project Coordination Center. Although it was not face to face as is the case in most instances in working with this wonderful group called Facilities Planning and Management, I cannot tell you enough what a great pleasure it was to interact with this individual. Having a somewhat fragmented project that has a very specific due date she was wholly committed to assisting me in putting the pieces together. She was pleasant, helpful, and thoroughly knowledgeable of what was needed to move this request forward. The Facilities Planning and Management group is comprised of an awesome bunch of unsung heroes and once again I have had the privilege of working with one of their finest. My deepest appreciation to Cindy.”

Graeme Quick to Barbara Steiner: “I had been beating the bushes in industry and at dealerships trying to get someone with chain saw experience to address my class. Having been unsuccessful, as a last resort I turned to you and you sent Jim Callahan. Well, Jim turned out to be the best possible person. He did an amazing job - there could not have been more suitable choice. He deserves a promotion to professor status (although, on second thoughts that might render him less useful!). Thank you very much for today’s arrangements - it could not have been better. Hidden talent!”

From Lisa Peterson to Paul Haggard: “Just wanted to take a moment to let you know that I am extremely pleased with the custodial services our office/building (Lab of Mechanics) has been receiving over the past few months. Our custodian, Doug Nelson, is a hard-working, conscientious worker who does an excellent job for our building. He runs on a schedule and we can always count on him to be in a certain area at a certain time. He comes in, services our offices with minimal disruption, and always lets us know if there are issues or upcoming things that may be out of the ordinary. (i.e. current construction on our building meant that we had cords/hoses in the basement and he wanted us to be aware of that in case we needed to go into that area.) This type of extra effort should not go unnoticed and I hope I’m not the only one who commends him on a job well done!”

From Marelyn Wicks to Jane Abell: “A co-worker and I were talking yesterday about what a good job Walter Baptiste, the custodian has been doing in our building. We really appreciate that. Thanks.”
Other Recognition

Award for Extraordinary Performance

On April 14, 2004, Ron Goodmanson and Mike Hill, FP&M area mechanics, were invited to attend the College of Design’s Annual Awards Program and brunch. During the program, Mike and Ron received the Dean’s Award for Extraordinary Performance.

Ahoy speaking engagements/publications

• Campus Facilities News - As I See It: Translating Ideas Into Actions, April 2004
• Ship Builder’s Conference, Marion, IA, April 8, 2004: Keynote speech, Creating a World-Class Operation; education session, Leading a Major Change Initiative
• US Army Corps of Engineers, Huntsville, AL and University of Alabama, Birmingham, March 29 & 30, 2004: Presentation, Creating a World-Class Operation
• Iowa Quality Center/Baldrige Network, Johnston, IA, March 11, 2004: IRPE Process Presentation, Experience with Utilizing the Baldrige Assessment Process to drive Performance Excellence within an Organization
• 2004 Facilities Management Teleconference Series, March 10, 2004: Presentation, Creating a World-Class Operation
• 2004 Excellence Award in Engineering, Washington, D.C., January 30-31, 2004: Served as a judge for ACEC

Summer issue will highlight graduates

As has become tradition, the next issue of Facilities News will include a section featuring high school and college graduates. Staff members who have earned a degree in the past year or who have sons or daughters who have graduated will be invited to provide information and pictures. Be watching for additional information regarding submitting graduation information and pictures.

Moving towards performance excellence

By Don Chrusciel

Although FP&M did not receive one of the 2004 APPA Effective and Innovative Practices Awards, the entire organization can take pride in these submissions. It is important to remember that the objective of the innovation was not to secure an award, but to help us to become an innovative entity. As an organization of many teams, any external recognition confirms that our efforts are going in the right direction. The individual team efforts for innovation, along with new and ongoing endeavors, are what help to make FP&M an overall performance excellence organization.

We can view the recognition obtained from submitting the applications alone as an accomplishment towards our aspiration to be world class. It is important to recognize that the five submitted applications covered a wide-range of functions within FP&M, but they touch on only a few of our outstanding efforts. This initial effort should serve as a segue for all of us to identify and support these innovative efforts, as well as provide motivation in preparing application materials for future submittals in 2005.

As a final tribute to some of the innovative practices that we submitted, preparation is underway to develop materials for a display at the upcoming APPA 2004 Educational Facilities Leadership Forum in Washington, DC.

Editor’s Note: We are always looking for ways to recognize employee accomplishments and special recognition. Please share this type of information, about yourself or others, so we can include it in the next issue of Facilities News. This can include certifications, graduations, awards, and other similar types of recognition.

Thank you,
Gloria Erickson

Memorial Tributes

Wanda Schroeder – February 14, 2004
Paul Schroeder’s mother

Paul Buttermore – April 18, 2004
Retiree from Custodial Service (manager until his retirement in 1979)

Our thoughts and prayers go out to their family and friends.

(Please notify Gloria Erickson if you would like a memorial notation included in the next issue of Facilities News.)
New Employees

- **Linda Bochmann** joined Custodial Services Team 3 as a custodian I on February 16. Linda lives in Ames and previously worked for the Randall Corporation and Aspen Business Park. She has three children, Angela in Knoxville, and Brent and Candace who both live in Nevada. Linda also has three grandchildren, Kate, Jacy, and Amanda. In her spare time, Linda enjoys reading and antiques.

- Before starting full-time as an assistant golf professional on March 10, **Mark Atchison** had worked for the past two summers at Veenker Memorial Golf Course while attending Iowa State. He graduated with a BA in Anthropology. His father, Gary, is an ISU professor in Environmental Studies and his mother recently retired after 23 years as a pre-school teacher. His brother, also an ISU graduate, and sister-in-law live in Des Moines and are expecting their first child. Mark loves history – Old West, Civil War, Egyptian, Incas, etc. He also loves golfing and most any other outdoor activity. Having played at Veenker since the age of 12, Mark believes that the course is in its best shape ever, and wakes up every morning looking forward to seeing and smelling the freshly mowed greens and fairways.

- **Richard Maurer** joined Custodial Services Team 16 on March 16 as a custodian I.

- **Mona Wilson** has been with ISU for 25 years, and on April 19, she joined FP&M Building Access Services as a clerk III. During these 25 years, Mona has worked in Central Stores, Dairy Science Extension, and the FP&M Service Desk. Mona and her husband, Bob, who works at NVSL, live on an acreage near Jewell. Daughter Melanie attends ISU majoring in Music and Elementary Education. Son Tyler is a sophomore in high school. In August, Mona will receive her second degree from ISU in MIS. Her first degree was in Animal Science, which ties closely with one of her special interests, horses. Other interests include needlework, gardening, and music. Mona is looking forward to working with everyone at FP&M.

Retirements

On January 22, 2004, **Joetta Green** said good-bye to coworkers and friends from throughout Iowa State University. This was her last day of work after 15 years with Postal & Parcel Services. For her reception, held in the FP&M main conference room, the room was decorated in cardinal and gold. Joetta’s husband, Duane, and daughters, Cheryl, Linda, Cathy, and Janet were there to wish her well. Cathy’s husband John and Linda’s husband Ted, along with great-grandson, Spencer, were also in attendance.

Joetta received several gifts from her coworkers and friends including an ISU blanket, made by Betty Eckroad from the Utilities Department, which will help Joetta remember Iowa State University. She also received a camera and accessories so she can record her travels during her retirement.

Joetta’s immediate plans included a trip to California in mid-March to visit family and friends. The camera will come in handy.

**Betty Eckroad** retired March 19, 2004, with over 20 years of service as a drafter with FP&M Utility Services. A reception was held in the FP&M main conference room where cake, cookies, homemade ice cream, and punch were served.

Family members attending her party were her husband Gary, son Christian and his son Wyatt, three daughters, Robin Miller, RonieSue Dailey, and Dawn Marie Talbott and Dawn’s daughter Nicole. Also in attendance, to help make her last day special was an uncle, several cousins, and many friends.

Randy Larabee presented Betty with congratulatory letters, a plaque, and gifts. Betty was given a CD with many pictures and video of the retirement party.

Betty plans to keep busy after retiring by working on her family tree. She also enjoys doing a variety of craft projects and spending time with her family and friends.