Where are we going?

If you don’t have a destination in mind, then it doesn’t matter how you get there because you will never know whether you arrive or not. Having a destination without knowing where you are starting from or what course and speed you are making on your journey is equally fruitless. An important part of our job, as a team, is to understand where we are, where we need to be, and how best to get there. As a team, we are very good. I have never in my career had people with this much passion, skill and determination and I couldn’t possibly be happier to be here. On top of that, we have a very exciting future and that means that I couldn’t think of a better time to be here.

So “where” is “here”? Uh, oh – tough question to answer for us right now as we have really been focused on getting things done as they come up and not so much focused on figuring out if they are the right things to get done. We have an opportunity to better understand where we are, as we go through the University’s Program Review. This is our chance to hear directly from our entire staff, from those that we support and from a few peers that are in our business with other world-class organizations such as Disney. I am a big believer that when we look in the mirror it is very difficult to see anything other than what we were already expecting to see. We can’t see our own beauty and we can’t see our own blemishes. Program Review is going to help us see both, and that is exactly what we need as it will really be telling us where we are right now.

Knowing where “here” is, is only half of the battle – we have to decide where we are going. In our case, we start by looking at what we do and what resources we use to get those tasks complete. We provide the spaces (buildings and grounds) that allow safe learning, teaching, research, living and support to Northwestern’s people (students, educators, scientists, staff and visitors). Our resources are our people (skills, knowledge, passion), our assets (buildings, equipment, tools), our funding (operating, capital, reimbursables) and our processes.

• People. Safety first, foremost and always – this needs to be our culture and not just something that we say. As I write this, our first ever shoe truck is making the rounds. This is a major commitment from Northwestern to our people. We need to make the commitment back that we will wear them. Once we have safety as first in our culture, we have a chance to work on development for those that want an opportunity to take on additional leadership and professional growth.
Ed Cuny started working at Northwestern 40 years ago as an Engineer reporting to Kermit Rasmussen and Pat O’Shea. He stayed in that position for five years, but quickly moved up the ranks to Lead Engineer, followed by Foreman, Assistant Chief, and Chief Maintenance Engineer, the position he retires from. After leaving Northwestern, Cuny will not be lying back in a hammock under a palm tree, he has another job waiting him. “I’ll be working for my wife,” he jokes. He will, however, be able to spend more time with his family, which includes his two sons, one of whom works at NU, and his three-month-old grandson. Like Reinken, he will also miss his many friends here at Northwestern.

GREEN FROM START TO FINISH

During Wildcat Welcome the sustainNU crew helps incoming students move in and properly recycle cardboard boxes. The Office of Sustainability also offers an outdoor water station for students and their families to refill their reusable water bottles after they march through the arch and at other events throughout orientation. The Office of Sustainability is present at expos, trainings and fairs throughout Wildcat Welcome to inform new students and their families about sustainability initiatives on campus and encourage them to get involved. The staff also presents to Resident Assistants, the Purple Posse and Peer Advisors, who can provide more information to incoming students. Participating in Wildcat Welcome events allows the office to communicate NU’s commitment to sustainability to students from the start of their time on campus.

Throughout the year they meet with students, reporters, researchers, and groups to encourage and provide the necessary tools for their success. The Sustainability staff assist in organizing Green Cup, Earth Week, Bike2Campus, and recycling campaigns to keep students and the NU community informed and engaged. In June when students move out of the residence halls and colleges, sustainNU organizes the Take it or Leave it program, collecting an average of 10,000 pounds of clothing, household items, and food annually. These items are diverted from the landfill and donated to local charities. They work with the commencement planning team to be sure reusable water options are prioritized over single-use disposable bottles and recycling is available to attendees and graduates.

The Office of Sustainability supports students in reducing their environmental footprint on campus and beyond by teaching them sustainability concepts, providing resources, and educating them about our campus and its work to conserve energy and water, as well as reduce waste. For more information on the Office of Sustainability or any of the programs mentioned in this article, please visit http://www.northwestern.edu/sustainability/.

CONTEST CORNER

WHAT’S IN A NAME?

You may have noticed the new look of the FM newsletter.

You may have noticed the question marks on the first page.

That’s no coincidence. We’d like to give the FM newsletter a name to go with the new look, and, yes, there’s a mah-velous prize involved.

Do you have a suggestion for what to call the FM newsletter? Send it in an email to fm-newsletter@northwestern.edu

Prize: Only the most awesome NU mousepad ever! (May be slightly subjective.)

Deadline: Must be received by September 11, 2015.
I'M GOING ON A PICNIC

Special thanks to our picnic organizers:
Jessica Abrams
Joe Aiello
Elena Bulgarella
Mary Beth Dermody
Phil Golz
Jennifer Iversen
Rob Wickstrom

Great job!

This year’s FM picnic was held on July 10, 2015, on Norris Lawn from 12:00-4:00 p.m.

RESIDENTIAL PROPERTIES IMPROVEMENT PROJECT

During the months of March, April, and May a comprehensive assessment study was performed to identify the requirements necessary to transform the University’s vacant residential homes and apartment buildings to standards that would attract the best talent to Northwestern University. Wiss Janney, a structural engineering firm was hired to conduct complete inspections of the residential properties existing conditions. Chicago Design Network, was selected to produce drawings of existing conditions, provide architectural services for both interior and exteriors, to manage the contractor bidding process and to work with Facilities Management Design and Construction for the construction work needed to improve the apartments and houses.

The first properties to undergo renovation were 1900 Orrington Ave 2A and 3A. The renovations were a great success with the units being delivered on time and on budget. The photos show before and after conditions.
Where are we going? Continued from page 1

• Assets. We will be starting to get all of our important assets and asset classes barcoded so that we can collect and use maintenance data to make better decisions. At the same time, we are rolling out Northwestern specifications to better standardize our mechanical, electrical and plumbing systems turned over from our new construction projects. Finally, from a space and construction perspective, we are initiating detailed studies to ensure that every asset is put towards the highest and best use as identified in our Framework Plan.

• Funding. We are closing the gaps that exist between programs with things such as the new Public Space initiative. This allows us to keep our lobbies, corridors and restrooms as well maintained as the systems behind the walls that support them. It also lets us advance our energy conservation strategies by improving lighting in 18% of our portfolio. On the new construction side, there is no slowdown whatsoever in new building. On the operating and maintenance side, this is great news as it means that we are needed more than ever.

• Processes. Our processes are good as evidenced by the fact that we get things done. Our processes are missing some key ingredients that can make them even better. Namely, we take in a tremendous amount of data that we don’t do a great job of using. Data by itself is not valuable. When you are able to organize it, data yields information. When you can use that information to predict and improve processes, we get knowledge. That knowledge is worth an amazing amount as it allows us, as a team, to focus on the right areas. As an FM organization, we have made a commitment to better use this asset.

The third piece of the puzzle is the most fun as it involves all of us. Knowing where we are goes us the place to start. Knowing where we are going gives us a target on the horizon to aim for. Our journey – getting from here to there – is really where the reward lies. We have so much talent in FM. I really can’t wait to see how much you helps move us down that path with your ideas, your excitement and your passion for service to our students, our educators, our scientists, our staff and our visitors.

Keep yourself and those around you safe, and always find a way to learn and have fun.

ACTIVE LEARNING CLASSROOMS AT NU

In fall 2014, the Classroom Committee and the Educational Technologies Advisory Committee formed a joint workgroup to investigate classroom design supporting Active Learning, which encourages students to work together in class, and solve problems with guidance from the instructor. In order to do this, students need more direct interactions with their classmates, and teachers need to move among the students. General purpose classrooms at Northwestern, with tablet armchairs, fixed instructor stations, and tight room layouts, do not allow for this kind of interaction.

Facilities Management has been working with the two committees since 2015 to bring Active Learning spaces to the Technological Institute building, located on the Evanston campus. The workgroup presented recommendations for experimenting with general purpose classroom design. Faculty and student representatives, as well as staff from academic units, the Provost Office, Academic & Research Technologies, and Facilities Management, provided input and sought the expertise of industry experts.

Suggestions included replacing tablet arm chairs with furniture that allows for more flexible configurations, providing more varied writing surfaces, improving power outlet availability in rooms, and making wireless sharing technology available so students and instructors can present from their mobile computing devices without being tethered to the podium.

A visit to the Merchandise Mart showroom of furniture manufacturer Steelcase provided an opportunity to personally test furniture designs based on the latest industry research supporting active learning.

Continued on page 5

MRO PREFERRED VENDORS

It has now been one year and two months with Johnson Pipe, Steiner Electric and Grainger as primary preferred vendors in their respective MRO (maintenance, repair and operations) categories. Spending since inception is approximately $1.8MM. The objective was to build a strategic partnership with these vendors to obtain a competitive price, limit stock outages and reduce overhead associated with the payment process.

In addition, these vendors have consigned inventory and allowed FM to utilize their complimentary services and training. Along with Purchasing Resources, FMFA has met with each vendor quarterly to discuss their successes and issues. This has been productive to pinpoint and rectify process breakdowns on both ends. We have also been able to identify product subcategories that allow for larger discounts.

Our recent focus has been on consigned vending machines through Grainger. These machines will reduce stock outages for fast moving, high inventory adjusted items. The first machines were installed at the Tech warehouse on Wednesday, May 20, 2015. Facilities Management would eventually like to consign all inventory within the preferred vendor categories. A fully consigned inventory could result in efficiencies totaling $175,000+ annually. We will provide a progress update in the near future.
Continued from page 4

This first-hand experience showed how classes can move seamlessly between front-of-the-room presentations, to break-out sessions, to student-led presentations from anywhere in the classroom.

Based on those recommendations, Tech M349 and F281 will be furnished with wheeled tables, chairs, and moveable instructor stations to allow for quick, impromptu rearrangement of space. Existing wall-mounted writing surfaces will be supplemented with additional mobile marker boards and wall racks that hold smaller, personal whiteboards providing an expanded array of in-class collaboration tools. The converted Tech rooms will support multiple configurations of furniture including regular lectures, round-table discussions, as well as Active Learning formations. These simple modifications will allow Northwestern’s teaching community to explore active learning teaching styles and provide feedback to guide future development of general purpose classrooms.

A COMMITMENT TO CLEAN ENERGY

Northwestern’s Chicago and Evanston campuses consume almost 250 million kilowatt-hours (kWh) of electricity annually, which results in greenhouse gas (GHG) emissions equivalent to more than 60,000 passenger vehicles. Facilities Management (FM) is continually exploring the most effective ways to conserve energy and reduce emissions. The approach is a mix of solutions. The ENERGY STAR Portfolio Manager® tool, allows the university to track its energy use, reduce where it can through energy efficiency projects, and minimize the impact of the energy that is used.

For example, one thing NU does is purchase renewable energy certificates (RECs)—tradable, energy commodities that represent proof that electricity was generated from an eligible renewable energy resource. This provides a subsidy to electricity generated from renewable sources. In 2015, NU purchased RECs equivalent to 50% of its total electricity usage (up from 38% the year before). At the Segal Visitor’s Center, NU installed geothermal heating and cooling which uses the earth as a heat source (in the winter) or a heat sink (in the summer). This system will also be installed in the new Kellogg School of Management and will allow NU to efficiently heat and cool both facilities without significant environmental impact.

Northwestern generates its own green power from an onsite solar photovoltaic array covering nearly the entire roof of the Ford Motor Company Engineering Design Center. The 17-kW panel display can generate as much as 20,000 kWh of electricity per year—enough to power a computer lab.

Lastly, FM recently studied the feasibility a cogeneration (combined heat and power) project at the Evanston Central Utility Plant. By installing a 7-megawatt turbine with heat recovery, NU will provide cleaner electricity as well as heating and cooling to the Evanston Campus. NU is in negotiations with ComEd electric utility company to determine the feasibility of this opportunity. It could reduce NU’s GHG emissions by 17,900 metric tons and has the added benefit of providing backup generation to its critical research facilities.

Figure 2: Wheeled chairs and tables provide multiple options for classroom layouts.
June was an exciting month for the Bienen School of Music (BSM). For the first time in 35 years all their programs were located in one building when they moved into the new Music and Communication Building (MCB).

In the 1970s, the MCB was a twinkle in a campus planner’s eye. The building was to be an integral part of an Arts Circle Green, connecting the Block Museum, the Wirtz Center, and Pick-Staiger Concert Hall with the new music building. This landscape centerpiece was intended to help create a cohesive arts complex. Now, the 120-foot wide, pedestrian-friendly green provides a new gateway for the complex while also defining a setting for special events and passive recreation. By 2008, the building was destined to be a reality through the commitment of the Northwestern University (NU) trustees and BSM determination. Twenty-five architectural firms were invited to participate in a design competition. The winner was Goettsch Partners and their team.

The new building is all about the sound: containing it, that is. Holding it within, and keeping outdoor sounds out. No longer will you walk by the music building and hear the sound of music wafting out of its windows. The new building incorporates state of the art acoustic construction.

The building design also emphasizes a sustainable approach throughout. A submission to achieve LEED Gold certification was sent to the U.S. Green Building Council. Storm water is captured, treated and reused for washroom facilities. Signs warn “not to drink the water.” The project has recycled around 1,500 cubic yards (or 6,000,000 pounds or 3,000 tons) of concrete and around 89 tons of scrap steel.

Over 900 tons of construction waste from a landfill has been diverted, equaling approximately 85% recycled material.

One spectacular feature of the new building is the Mary B. Galvin Recital Hall. It is an intimate, two-level space surrounded by undulating walls of wood that lead to the stage and provide optimal acoustics, as well as a 50-foot-high wall of cable-supported, double-skin glass. During performances, this backdrop features dramatic views of the lake and the Chicago skyline—a feast for the ears and eyes.

The new 152,000-square-foot, six-story building will open new listening possibilities for audiences across the Chicago area. It features:

- The Mary B. Galvin Recital Hall: A 400-seat recital hall with a 50-foot-high glass wall behind the performers, providing audiences a vista of Lake Michigan and the Chicago skyline.
- The Shirley Welsh Ryan Opera Theater: A 150-seat opera rehearsal room/black Box Theater that can be used for performances, practice sessions and classes.
- The David and Carol McClintock Choral and Recital Room: A 2,400-square-foot choral rehearsal/recital room that will accommodate concerts, lectures, meetings and the like.
- Ten registrar-controlled classrooms which opened Spring Quarter 2015, outfitted with sound proofing, sound systems, staved white boards, and digital technology.
- 138 practice rooms, an increase of 43 from now, with soundproofing, new and rebuilt instruments and contemporary amenities.
- Two spaces for music technology: a recording studio and a teaching lab.
- Studios and offices for academic and certain performance faculty, some looking out on the lake, some on the campus and the Evanston skyline.
- Teaching labs for piano and organ.
- Teaching studios for choral, opera, piano and voice faculty.
- Student lounges and administrative offices.